Bright Tribe and ALAT
Scheme of Delegation

29th March 2018

Contents

The Scheme of Delegation is a framework that makes clear which governance functions are exercised by who.

This document, which can be amended by the Trust Board at any time, will be formally reviewed annually at the third meeting of each Academic Year. It is published on the Trust's website, and those of its Academies.

As a charity and company limited by guarantee, Bright Tribe /ALAT ("the Trust") is governed by a Trust Board (the "Trustees") who are responsible for the management and administration of the Trust and the Academies within the Trust ("the Academies").

The Trustees are accountable to external government agencies including the Charity Commission and the Department for Education (including any successor bodies) for the quality of the education provided by the Trust and they are required to have systems in place through which they can assure quality, safety and good practice.

This document explains the ways in which the Trustees fulfil their responsibilities for the leadership and management of the Academies, detailing the delegated roles and responsibilities of the Trustees and their committees, operational groups, academy and Trust staff.

Any delegation made is subject to any conditions the Trustees may impose and may be revoked or altered at any time in the best interests of the Trust. The Trust reserves the right to take any necessary action where it feels there is cause for concern within an Academy.

1. Scope

This document outlines the framework for decision making, responsibility and accountability within Bright Tribe. It applies to all Members, Trustees, Accountability Review and Challenge Group members, Drive Team members and academy and Trust staff.

2. The Trust Structure

2.1. Members

As a charitable company limited by guarantee, the Trust does not have shareholders. The role of the Members is generally to oversee the achievement of the company's objectives, to take part in annual and extraordinary general meetings, to receive accounts and to make some appointments to the Trust Board. Decisions made by the Trust Board are scrutinised and challenged by the Members when they deem appropriate.

2.2. Trust Board

The Trust is governed by its own Board of Directors (referred to in this scheme as the Trust Board and individually as Trustees) who are responsible for, and oversee its management and administration and that of the academies which it operates. Each Director is in effect a governor, a company director and a charity trustee. The Board must fulfil the following three core governance functions, as described in the DfE Governance Handbook (January 2017):

- Ensure clarity of vision, ethos and strategic direction.

- Hold the Chief Executive Officer to account for the educational performance of the academies and their students, and the performance management of staff.

- Oversee the financial performance of the trust and make sure its money is well spent.

The Trust Board are accountable to external government agencies including Companies House, the Charity Commission, the Education Funding Agency and the Department for Education for their activities and for the quality of the services and facilities provided by the Trust. They are required to have systems in place through which they can assure themselves of quality, safety and good practice.

The Trust Articles of Association provide detail in relation to Trust Board membership and operation.

2.3. Sub Committees

The Trust Board will establish a structure of sub committees as follows:

- A Finance Committee which also has a remit for Human Resources

- An Audit and Scrutiny Committee

- An Executive Sub Committee

These committees will act in an advisory capacity to the Trust Board except where powers have been specifically delegated to them by the Trust Board.

The functions and proceedings of the committees are subject to regulations made by the Trustees pursuant to the powers contained in the Articles of Association.

Two operational groups will also be in place and these will be:

- An estates group which also has a remit for Health and safety

- An Executive Leadership Group

These two operational groups will not be part of the governance structure but will report into the Trust Board and appear by invitation and receive and send information to a from Accountability Review and Challenge Groups and Drive Teams.

Terms of Reference can be found on page 30

2.4. Accountability Review and Challenge Groups

Accountability Review and Challenge (ARC) Groups are regional groups that meet with the Regional Executive Principal within each academy to review the academy's progress against targets outlined in the Self Evaluation Form (SEF), REP regional school summary report and academy development plan to challenge performance and progress in relation to school improvement.

Terms of Reference can be found on page 30.

2.5. **Drive Teams**

Drive Teams carry the Trust vision, policies and priorities forward, based on the specific qualities and community characteristics of each Academy. They support, question and challenge the Academy Principal, holding them to account. The Drive Team and Trust Board work closely to ensure that the activities of the Trust Board reflect what is happening within the academy and visa versa**. They focus on monitoring the impact of school improvement work.**

Terms of Reference can be found on page 30.

2.6. **Audit and Finance Committee**

The committee provides independent assurance to the Trust Board over the suitability of, and compliance with, financial systems, operational controls, risk management and Health & Safety, ensuring that the Trust and all Academies operate within Trust policies and financial regulations. The membership of this committee is made up of independent parties in order to achieve objective and independent assurance for the Board that all risks are being adequately identified and managed. The committee oversees the development of strategic plans and provides leadership on financial, premises and Human Resources related issues, ensuring that the Trust and all Academies operate within Trust policies and financial regulations, and ensuring sound management of finances and resources, including proper planning, monitoring and probity.

Terms of Reference can be found on page 30.

2.7. **The Executive Sub Committee**

The Executive Sub Committee is only convened as and when required. The Committee has powers, delegated by the Trust Board to make decisions on behalf of the Board between scheduled meetings of the Board.

Terms of Reference can be found on page 30.

2.8. **The Executive Leadership Team (which also has the remit for safeguarding)**

An essential part of the Trust, the Executive Leadership Group can be thought of as the 'engine room', driving academy improvement forward through effective communication and collaboration, working in partnership and sharing knowledge and experience.

The Executive Leadership Group supports the Chief Executive Officer and Chief Operating Officer in the development of the Trust strategy and are accountable for its implementation across the Trust.

Terms of Reference can be found on page 30**.**

2.9. **Estates Group (to include Health and Safety)**

The Estates Group oversees and provides effective leadership on

- Ensuring the Trust wide estate and learning environment are maintained and fit for purpose

- Ensuring the ICT infrastructure is fit for purpose

- Ensuring that procedures are in place, Trust wide, to meet all health and safety legislation, current guidance and good practice.

Terms of Reference can be found on page 30.

2.10. Leadership Team

The Leadership Team comprises of all the heads of departments and senior leaders driving academy improvement through effective communication and collaboration working in partnership and haring knowledge and experience.

3. Additional Panels

The panel below will be convened on a regional basis and will be selected from Drive and ARC group membership.

3.1. Student Discipline Panel

The panel considers representations regarding student disciplinary matters, ensuring fairness and compliance with Trust policies and relative legislation.

Terms of Reference can be found on page 30.

3.2. Staff Discipline Panel

The Staff Discipline Panel considers representations regarding staff disciplinary matters, ensuring fairness and compliance with Trust policies and relative legislation.

Terms of Reference can be found on page 30.

3.3. Staff Appeals Panel

The Staff Appeals Panel considers representations regarding staff appeals ensuring fairness and compliance with Trust policies and relative legislation.

Terms of Reference can be found on page 30.

3.4. Chief Executive Officer Performance Review Panel

The panel undertakes the performance review of the Chief Executive Officer and, identifying and assessing achievements against objectives and setting further objectives for the next review cycle.

Terms of Reference can be found on page 30.

3.5. Principal Performance Review Panels

Please refer to the Trust Performance Management Policy

3.6. Admissions Panel

A panel is established according to the academy Admissions Policy.

4. Roles

4.1. The Chief Executive Officer

Accountable to the Trust Board, the Chief Executive Officer is the lead Trust employee for matters regarding the efficient, effective and compliant management of the Trust. He/she also fulfils the role of Accounting Officer, which is a requirement of the Academies Financial Handbook.

4.2   The Chief Operating Officer

The Chief Operating Officer is accountable to and deputises for the Chief Executive Officer in all aspects of work. He/she also provides strategic leadership and professional management of all support roles and services.

4.3   Regional Executive Principals

Regional Executive Principals are responsible for a group of academies to; deliver the Trust Strategic Improvement Plan; build capacity towards expansion; ensure the successful development and implementation of the Trust vision, ethos and values; raise standards and ensure school improvement; build strategic partnerships and relationships. They have regional responsibility for school improvement -outcomes, progress, attendance and closing the gaps, they are responsible for evaluating and monitoring standards and academic data for all schools within their region.

4.4   Principals

Principals will be empowered to run their own Academies whilst working within the parameters of the Multi Academy Trust. They will work collaboratively with Regional Executive Principals, all having an equal voice, secure in the knowledge that each Academy is highly valued as part of the Trust.

Principals will be expected to contribute to the wider work of the Trust for the benefit of all Academies.

Within each Academy, the Principal is responsible for:

- the curriculum and educational standards

- the direction of teaching and learning

- safeguarding standards

- internal organisation, management and control

- implementation of the strategic framework on behalf of the Trust

- implementation of all policies on behalf of the Trust

In line with reporting formats agreed by the Trust, the Principal will contextualise the Academy's aims, objectives, achievements and plans for the Trust Board to consider, and will report to the RDs and Drive Team at each meeting in accordance with a schedule drawn up annually. The Principal will work closely with the senior management team to this end. Principals will attend Trust Board meetings as and when required by the Board.

The Principal and staff are accountable to the Trust Board for the Academy's performance.

The Principal is line managed by the REP and acts on the Trust's behalf.

The Principal will establish, review and monitor appropriate delegations of authority to other staff within the Academy.

4.6   Head of Finance

Responsible for finance delivery across the Trust in accordance with Academies Financial Handbook and fulfils the role of Chief Financial Officer (a requirement of the Academies Financial Handbook). Has responsibility for proper financial management and risk management, the preparation and management of the Trust's budget, the maintenance of effective systems of internal control and ensuring that the

annual accounts are properly presented and adequately supported by the underlying books and records of the Company

4.7 **Estates Manager** Strategic lead for: statutory compliance; health and safety; capital works; soft services; ; estates.

4.8 **Executive Manager**

Has strategic responsibility for: human resources; marketing; communications; trust policies, system and process, contract management, executive reporting, governance documentation, E-Tribe content and the line management of Trust administrative staff.

4.9 **Regional Business Managers & School Business Managers**

Responsible, within their region (operating within the framework specified by the Trust), for oversight and monitoring of: budgets; expenditure; financial and accounting procedures; contracts and income generation for their region.

4.10 **IT Manager**

Is responsible and takes the strategic lead for ICT services and development within the Trust and Trust schools.

5. Our Structure

ALAT Trust Governance Structure

Governance Committees and Structure

Members

Trust Board

Executive Sub Committee

SUB-COMMITTEES

Audit and Finance Committee

Resources HR

REGIONAL ARC GROUPS

ARC Groups (SOUTH EAST)

ARC Groups (NORTH)

ARC Groups (CORNWALL)

ACADEMY DRIVE TEAM (x11)

Trust Board

Remit:	To provide and lead the Trust 3 – 5 year Strategy. To fulfil the 3 core functions of governance
Frequency:	Meets termly – 3 x per year
Reporting :	Receives reports from ARC Groups and Sub Committees. Feeds back to ARC Group and Sub Committees.

Executive Sub Committee

| Remit: | To make immediate and emergency decisions on behalf of the board |
| Frequency: | As and when required |

ARC Groups

Remit:	To hold the Regional Executive Principals to account for school improvement.
	To promote and support school to school support
Frequency:	Meets termly – 3x per year
Information:	Minutes and recommendation from Drive Teams
	Regional Data reports from the Regional Executive Principal
	Receives information from Rapid Improvement Reports (RIR)
Reporting:	Reports to Trust Board and Drive Teams

Drive Teams

Remit:	To hold academy Principals to account for school improvement
Frequency:	Meet ½ termly – 6x per year
	(3 operational meetings, 3 data meetings)
Information:	Review RIR; Academy Performance data; the SES; SIP; Drive Team Members visit reports
Reporting:	Reports to ARC Group

* **Reports include:**

- Minutes
- Recommendations
- Impact Statements
- Feedback up and down

The following Delegation Matrices outline who is responsible and/or accountable for decisions made and actions taken within Bright Tribe/ALAT Trust

Action / decision for delegation	Governance					Organisational								
	Members	Trustees	Finance Committee (including Audit & Scrutiny)	ARC	Drive Team	CEO	COO	Head of Finance	Executive Manager	Estates Manager	IT Manager	Regional Executive Principal	Principal	Business Manager
Disciplinary/dismissal cases and grievances (Chief Executive Officer, Chief Operating Officer and other senior Trust positions) On appeal to another Trustee		A												
Disciplinary/dismissal cases and grievances (Regional Directors)		A				R								
Disciplinary/dismissal cases and grievances (Principals)**				A								R		
Disciplinary/dismissal cases and grievances (SLT)**					A								R	
Disciplinary/dismissal cases and grievances (any other post within an academy) **					A								R	
Disciplinary/dismissal cases and grievances (any other central Trust post) **		A				R	R							
Settlement payments*			A			R	R							
Restructure, redundancies & early retirement (all staff)			A			R	R							
Fixed Term Exclusion of a student (notified to Regional Directors within 48 hours												R	A	

| Permanent Exclusion of a student (On appeal to DT Committee from another Trust academy) | | | | | A | | | | | | | | R | R | |

*Settlement agreements can be signed by any director or ELG group member subject to the approval of the COO / Finance committee

Action / decision for delegation	Governance						Organisational								
	Members	Trustees	Finance Committee (including Audit & Scrutiny)	ARC	Drive Team		CEO	COO	Head of Finance	Executive Manager	Estates Manager	IT Manager	Regional Executive Principal	Principal	Business Manager
Set the values, vision and strategic aims for the Trust		A													
Agree the Academy year (term dates) for the Trust		A					R								
Agree the timings for each Academy's day		A					R						R	R	
Agree and review the curriculum for each Academy							A							R	
Monitor and evaluate the quality of teaching and learning in each Academy		A			A		R						R	R	
Monitor and evaluate the quality of teaching and learning in each Region				A			R								
Monitor and evaluate the quality of teaching and learning across the Trust		A					R								
Monitor and evaluate student behaviour, safety and welfare in each Academy					A		R						R	R	
Monitor and evaluate student behaviour, safety and welfare in each Region				A			R						R	R	
Monitor and evaluate student behaviour, safety and welfare for the Trust		A					R							R	
Establish and review the format for an Academy Improvement/Development Plan							A						R		
Agree each Academy's Improvement/Development Plan													A	R	
Validate or challenge the content of each Academy's Improvement/Development Plan							A						R		
Establish and review the format for an Academy Self Evaluation Form							A						R		

Action / decision for delegation	Governance						Organisational								
	Members	Trustees	Finance Committee (including Audit & Scrutiny)	ARC	Drive Team		CEO	COO	Head of Finance	Executive Manager	Estates Manager	IT Manager	Regional Executive Principal	Principal	Business Manager
Agree each Academy's Self Evaluation Form													A	R	
Validate or challenge the content of each Academy's Self Evaluation Form including grades							A						R		
Setting KPI measures		A					R								
Achieving KPIs							A						A	A	
Set admissions policy		A		R									R	R	
Admissions procedures													R	A	
Amendments to PAN		A					R						R	R	
Establish Drive Teams Terms of Reference		A					R						R	R	
Establish Drive Team roles/responsibilities within Academies					A								R	R	
Ensuring systems for child welfare and wellbeing are in place		A		R	R		R						R	R	
Support and hold the Principal to account in each academy to ensure the effective monitoring of all pupils so no child is left behind													R	A	
Support and hold the Regional Executive Principal to account across the Region to ensure the effective monitoring of all pupils so no child is left behind							R						A		

Task														
Support and hold the Chief Executive Officer to account across the Trust to ensure effective monitoring of all pupils so no child is left behind	R					A								
Ensure the effectiveness of safeguarding in individual academies													R	A
Ensure the effectiveness of safeguarding across the region						R							A	
Ensure the effectiveness of safeguarding across the trust	R					A								

Action / decision for delegation	Governance							Organisational								
	Members	Trustees	Finance Committee (including Audit & Scrutiny)	Estates Committee (including H&S)	ARC	Drive Team		CEO	COO	Head of Finance	Executive Manager	Estates Manager	IT Manager	Regional Executive Principal	Principal	Business Manager
Individual academy activities including attendance, exclusions, punctuality, disciplinary, safeguarding and child protection, religious education/daily acts of collective worship,					R	R								R	A	
Promoting and safeguarding the welfare of students and reporting any child protection or safeguarding matter in accordance with Trust safeguarding policies and procedures					R	R								R	A	
Setting Personal Development/Teacher Training days														R	A	
Approval of academic census information prior to DfE submission															A	
Establish and review the format for Principal's Reporting								R						A		
Review and challenge the Principal's Report for each Academy						A								R		
Review and challenge REP report for each region					A			R	R							
Establish and review the format for the Chief Executive Officer's Report which will include a summary of ARC/Principal's report		A						R								
Review and challenge the Chief Executive Officer's Report		A														

Action / decision for delegation	Governance						Organisational								
	Members	Trustees	Finance Committee (including Audit & Scrutiny)	ARC	Drive Team		CEO	COO	Head of Finance	Executive Manager	Estates Manager	IT Manager	Regional Executive Principal	Principal	Business Manager
Monitor, for all individual Academies: - assessment systems, targets and data - student progress - behavioural systems - pastoral support - SEND support - community links					A									R	
Monitor, for all individual Academies: - assessment systems, targets and data - student progress - behavioural systems - pastoral support - SEND support - community links				A											

Responsibility															
Monitor, for all individual Academies: - assessment systems, targets and data - student progress - behavioural systems - pastoral support - SEND support - community links		A													
Promoting and marketing the Trust to raise its profile with local communities and seeking sponsorship and partnerships which help meet planned and future objectives							R		R			A	R	
Providing Principals and Regional Directors with accurate monthly management accounts															A
Ensuring that academies are financially viable			A				R	R	R				R	R	R
Operating within agreed budgets and meeting all statutory and Trust requirements for transparency, probity and robust financial management							R		R				R	A	R

Action / decision for delegation	Governance						Organisational								
	Members	Trustees	Finance Committee (including Audit & Scrutiny)	ARC	Drive Team		CEO	COO	Head of Finance	Executive Manager	Estates Manager	IT Manager	Regional Executive Principal	Principal	Business Manager
Establish the Scheme of Financial delegation for each Academy		A	R				R	R	R						
Establish and maintain a 3-year financial plan for the Trust		A	R				R	R	R						
Establish, review and monitor the implementation of financial procedures in accordance with legal and DfE requirements and best practice			A												
Consider indicative funding and acceptance of the Trust's budget prior to the start of each financial year			A				R	R	R						
Consider financial implications of Academies' Improvement/Development plans and Buildings Maintenance plans			A				R	R	R						
To approve the first formal budget, plan each financial year in accordance with DfE timeframes		A													
To monitor, review, and amend as necessary, the Trust's actual financial performance, against budget, throughout the year and at year end			A				R	R	R						
Complying with VAT and CIT regulations			A						R						
Monitor the use of specific targeted funding, such as pupil premium or sports premium at an academy level			A										R	A	

Task														
Monitor the use of specific targeted funding, such as pupil premium or sports premium at a regional level							R						A		
Monitor the use of specific targeted funding, such as pupil premium or sports premium at a trust level		R					A								

The Trust's Finance Manuals and procurement procedures (which must be approved by the Trust Board) contain all financial delegations and related matters. They should be read in their entirety and can be found at the following links: [INSERT NEW LINKS WHEN MANUALS HAVE BEEN REVIEWED]. However, for ease of reference, the authority levels relating to purchases and payments at academies, as specified therein, are as follows:

Payments

All payments must be approved as follows;

- Up to and including £9,999 – Regional Business Manager and one of the Principal and Vice Principal of the academy.
- £10,000 and above – one of the Regional Business Manager, Principal and Vice Principal of the academy plus additional approval from a Trustee.

Purchasing

The following authority levels will apply when authorising a purchase order made by an individual academy (in relation to one individual item or contract):

- Up to and including £4,999 – Regional Business Manager after budget holder approval.
- Up to and including £19,999 – Academy Principal after budget holder and Regional Business Manager approval.
- £20,000 and above – Trustees, after budget holder, Regional Business Manager and Principal approval.

For the avoidance of doubt the payment limits are per individual payment rather than per batch of payments when making electronic payments to a number of suppliers.

Procurement (Orders over £1,000 but less than £10,000)

As a matter of best practice at least three written quotations should be obtained for all orders between £1,000 and £10,000 to identify the best source of the goods/services. Written details of quotations obtained should be prepared and retained by budget holders for audit purposes. Telephone quotes are acceptable if these are evidenced and faxed confirmation of quotes has been received before a purchase decision is made.

Procurement (Orders over £10,000)

All goods/services ordered with a value over £10,000, or for a series of contracts which in total exceed £10,000 must be subject to formal tendering procedures. Contracts over £172,514 may fall under EU procurement rules which require advertising in the Official Journal of the European Union (OJEU). Where a public service contract does not include a total price and is for a period longer than four years, the contract value for threshold comparative purposes is calculated on the basis of a four-year term (whereby the estimated monthly value of the contract is reckoned, and a multiplier of 48 is then applied).

The Trust will advise which form of tender is appropriate for each purchase over £10,000.

Action / decision for delegation	Governance						Organisational								
	Members	Trustees	Finance Committee (including Audit & Scrutiny)	ARC	Drive Team		CEO	COO	Head of Finance	Executive Manager	Estates Manager	IT Manager	Regional Executive Principal	Principal	Business Manager
Approval of grant applications and funding bids			A						R					R	R
Establish, review and monitor the implementation of policies relating to finance, assets and premises within the Trust and all Academies, ensuring value for money and compliance with relevant legislation			A						R						
Amending the Articles	A														
Appoint and remove Members	A														
Appoint a chair for Members' general meetings	A														
Establish and annually review the Members Terms of Reference	A														
Appoint Trustees	A														
Remove Trustees	A														
Appoint and remove the chair of Trustees	A														
Appoint and remove the Clerk to the Trust Board		A													

Action / decision for delegation	Governance						Organisational								
	Members	Trustees	Finance Committee (including Audit & Scrutiny)	ARC	Drive Team		CEO	COO	Head of Finance	Executive Manager	Estates Manager	IT Manager	Regional Executive Principal	Principal	Business Manager
Agree Trust Board agendas and minutes		A					R								
Agree the Committee structure for the Trust Board		A					R								
Agree schedule of meetings for the Trust Board and Committees		A	R	R	R										
Agree membership of Committees (excluding Drive Teams)		A													
Establish Terms of Reference for all Committees (including Drive Teams)		A					R	R							
Approve amendments to Terms of Reference for all Committees (including Drive Teams)		A					R	R							
Agree committee minutes and agendas			A	A	A		R	R					R		

Action / decision for delegation	Governance						Organisational								
	Members	Trustees	Finance Committee (including Audit & Scrutiny)	ARC	Drive Team		CEO	COO	Head of Finance	Executive Manager	Estates Manager	IT Manager	Regional Executive Principal	Principal	Business Manager
Appoint Drive Team Members (except elected parents)					A								R	R	
Remove Drive Team Members (except elected parents)					A								R	R	
Appoint and remove the chair of Drive Teams					A										
Identify skills within the Trust Board and committees, addressing gaps through recruitment and / or training		A								R					
Identify skills within each Drive Team addressing gaps through recruitment and / or training													R	R	
Consider minutes and action where appropriate, and reports from all committees, including Drive Teams and ARC		A													
Communicate reports and actions up and down to all relevant panels, committees and groups		A	R	R	R										

Action / decision for delegation	Governance						Organisational								
	Members	Trustees	Finance Committee (including Audit & Scrutiny)	ARC	Drive Team		CEO	COO	Head of Finance	Executive Manager	Estates Manager	IT Manager	Regional Executive Principal	Principal	Business Manager
Decide on a change of school category/status		A													
Agree amendments to any funding agreement with the Secretary of State for Education		A													
Approve Scheme of Delegation		A													
Annual review of Scheme of Delegation							A	A							
Approve all Terms of Reference		A													
Approve new convertor, sponsored academies and existing academies joining MAT		A					R	R							

Action / decision for delegation	Governance							Organisational								
	Members	Trustees	Finance Committee (including Audit & Scrutiny)	Estates Committee (including H&S)	ARC	Drive Team		CEO	COO	Head of Finance	Executive Manager	Estates Manager	IT Manager	Regional Executive Principal	Principal	Business Manager
Establish and review the risk register for each Academy		A			R	R								R	R	R
Ensure appropriate risk management policies are in place		A								R				R	R	R
Establish and review an internal audit service for the Trust and all Academies			A													
Appoint external Auditors		A	R													
Remove external Auditors		A	R													
Monitor, across the Trust: - risks to internal financial control - submission of funding related information - probity in the use of public funds - the Single Central Record - the Business Interest Register - connected party transactions		A	R													

Action / decision for delegation	Governance						Organisational								
	Members	Trustees	Finance Committee (including Audit & Scrutiny)	Estates Committee (including H&S)	ARC	Drive Team	CEO	COO	Head of Finance	Executive Manager	Estates Manager	IT Manager	Regional Executive Principal	Principal	Business Manager
Undertake benchmarking against other, similarly situated Multi Academy Trusts and Academies			A				R	R	R						
Managing a programme of risk review and checking of financial controls, in accordance with the Academies Financial Handbook.			A				R	R	R						
Ensuring compliance with statutory requirements in respect of school websites and Edubase										R			R	A	
Overseeing school websites and public relations activities (and ensuring that all marketing and media materials conform with official corporate branding)										R			R	A	
Approve all press responses At Trust level and at regional level							A	R							
Approve all press releases at academy level													A		

Action / decision for delegation	Governance						Organisational								
	Members	Trustees	Finance Committee (including Audit & Scrutiny)	ARC	Drive Team		CEO	COO	Head of Finance	Executive Manager	Estates Manager	IT Manager	Regional Executive Principal	Principal	Business Manager
Establish and implement a Buildings Maintenance strategy for the Trust		A						A			A		R	R	
Establish and implement a Buildings Maintenance strategy for the Region				A				A			A		R	R	
Establish and implement a Buildings Maintenance strategy for each academy					A			A			A		R	A	
Ensure Health and Safety regulations are compliant across the Trust		A						R			A		R		
Ensure Health and Safety regulations are compliant across the Region				A				R			A		R		
Ensure Health and Safety regulations are compliant at each academy					A			R			A		R	R	
Challenge and review Health and Safety reports at a Trust level		A													
Challenge and review Health and Safety reports at a Regional level				A											
Challenge and review Health and Safety reports at an academy level					A										
Ensuring oversight of, and a point of contact with, Bright Tribe (FM) Limited and Bright Tribe Education Services Limited, to provide a mechanism to: - communicate the Trust Board's views							R	A							

- evaluate (and provide assurance to the Trust Board) that those companies are operating in accordance with the Trust's desired strategic objectives															
- ensure that appropriate financial controls are observed and that the companies deliver in terms of their services and financial performance															
Undertake walkarounds of the academy estate ensuring action plans are appropriate, making recommendations to BTT board/relevant committee on areas of concern.				A											

Action / decision for delegation	Governance						Organisational								
	Members	Trustees	Finance Committee (including Audit & Scrutiny)	ARC	Drive Team		CEO	COO	Head of Finance	Executive Manager	Estates Manager	IT Manager	Regional Executive Principal	Principal	Business Manager
Premises and Asset Maintenance Strategy – determining the use of premises and ensuring they are adequately maintained, establishing an estates management strategy and programme of capital investment								A	R		R				
Ensuring compliance with GDPR/Data Protection and Freedom of Information legislation		A						R		R				R	
Acquiring and disposing of Trust land		A													
Authorising disposal of individual items of equipment and materials that have become surplus to requirement, unusable or obsolete with an original purchase value up to £5000			A											R	R
Changing use of assets		A						R							
Maintenance of the buildings & facilities used in respect of the Trust at each Academy											A		R	R	
Ensuring that proper security is maintained at all times for all buildings, furniture, equipment, vehicles, stocks, stores, cash, information & records etc. within individual academies											R			A	R
Arranging Trust insurances								A	R						

People Decisions	Governance						Organisational								
Action / decision for delegation	Members	Trustees	Finance Committee (including Audit & Scrutiny)	ARC	Drive Team		CEO	COO	Head of Finance	Executive Manager	Estates Manager	IT Manager	Regional Executive Principal	Principal	Business Manager
Appointment, suspension and removal of Chief Executive Officer and Chief Operating Officer (covering all aspects of the process including recruitment requisition and signing contract of employment)		A													
Undertake performance management of CEO including pay progression		A													
Undertake performance management of COO including pay progression							A								
Recruit, appoint, suspend and remove the Head of Finance		A						R							
Undertake performance management of the Head of Finance including pay progression								A							
Ensure performance management system of trust based staff is in place including systems for pay progression		A	R					R		R					
Support and hold leaders to account to ensure the quality of continuing professional development for all staff					A										

People Decisions	Governance						Organisational								
Action / decision for delegation	Members	Trustees	Finance Committee (including Audit & Scrutiny)	ARC	Drive Team		CEO	COO	Head of Finance	Executive Manager	Estates Manager	IT Manager	Regional Executive Principal	Principal	Business Manager
Recruit and appoint Principals within agreed staffing structure (covering all aspects of the process including recruitment requisition and signing contract of employment)							A	A							
Suspend and remove a Principal							A	R					R		
Undertake performance management of Principals including pay progression recommendation							R						A		
Establish, review and monitor appropriateness of the leadership structure within each Academy							A	A					A	A	
Recruit and appoint Assistant Principals within staff structure (covering all aspects of the process including recruitment requisition and signing contract of employment)							A	A					R		
Suspend and remove Assistant Principal							A	A					A		
Appointment of Executive Leadership Group (covering all aspects of the process including requirement requisition and signing contract of employment)		A					R	R							
Appointment of other central Trust roles							A	A							

Action / decision for delegation	Governance					Organisational								
	Members	Trustees	Finance Committee (including Audit & Scrutiny)	ARC	Drive Team	CEO	COO	Head of Finance	Executive Manager	Estates Manager	IT Manager	Regional Executive Principal	Principal	Business Manager
Appointment of Regional Executive Principals (covering all aspects of the process including requirement requisition and signing contract of employment)						A	R							
Appointment of Teachers and Teaching Assistants within agreed staffing structure (covering all aspects of the process including signing of contract)												R	A	
Appointment of non-teaching Academy staff within the agreed staffing structure (covering all aspects of the process including signing of contract)												R	A	
Undertake performance management of Vice Principals including pay progression													A	
Establish, review and monitor appropriateness of the staff structure within each Academy					R							R	A	

People Decisions	Governance						Organisational								
Action / decision for delegation	Members	Trustees	Finance Committee (including Audit & Scrutiny)	ARC	Drive Team		CEO	COO	Head of Finance	Executive Manager	Estates Manager	IT Manager	Regional Executive Principal	Principal	Business Manager
Facilitate changes or enhancements to staff roles which could lead to work being undertaken beyond the Trust (e.g. external secondments, SLE, PiXL consultancy)							A	A							
Facilitate changes to the overall structure of an Academy (including year groups and PANs)		A					R						R		
Facilitate changes or enhancements to the designation of an Academy (e.g. Teaching School status)		A					R						R		
Establish and review appropriate payroll and HR consultancy providers for the Trust		A	R												
Setting salary ranges (other than COO and CEO staff)							A	A	R				R		
Annual pay award (Principals)			A				R	R							

People Decisions	Governance						Organisational								
Action / decision for delegation	Members	Trustees	Finance Committee (including Audit & Scrutiny)	ARC	Drive Team		CEO	COO	Head of Finance	Executive Manager	Estates Manager	IT Manager	Regional Executive Principal	Principal	Business Manager
Determining school staff complement within current agreed budget and budgets going forward													R	A	R
Determining school staff complement outside of current agreed budget or budgets going forward			A				A	A	A						
Changes to employee terms and conditions		A					R	R							
Annual pay award (teachers)*			A				R	R							
Annual pay award (academy support staff)*				A										R	R
Annual pay award (central Trust staff)*			A				R	R	R						

People Decisions	Governance						Organisational								
Action / decision for delegation	Members	Trustees	Finance Committee (including Audit & Scrutiny)	ARC	Drive Team		CEO	COO	Head of Finance	Executive Manager	Estates Manager	IT Manager	Regional Executive Principal	Principal	Business Manager
Deals with formal external complaints against*:															
COO/CEO															
ELT		A					R	R							
Regional Directors		A					R	R							
Principals				A									R		
Teaching staff					A									R	

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Policies	Governance						Organisational								
Action / decision for delegation	Members	Trustees	Finance Committee (including Audit & Scrutiny)	ARC	Drive Team		CEO	COO	Head of Finance	Executive Manager	Estates Manager	IT Manager	Regional Executive Principal	Principal	Business Manager
Establish, review and monitor the implementation of: - the Admissions Policy - the Safeguarding Policy - arrangements for Trustee visits to Academies		A								R					
Ensure all statutory policies and documents are in place in each academy		A	R							R					
Pay & Remuneration Policy		A								R					
Establish HR policies		A								R					
Review and approval of Trust-wide statutory policies		A								R					
Ensuring that all statutory policies and documents are in place at each academy													R	A	
Monitoring and evaluating the impact of policies		A		R	R								R	R	
Establish, review and monitor the implementation of policies relating to risk, compliance and Health & Safety within the Trust and all Academies, ensuring compliance with relevant legislation		A	R	R	R			R		R			R	R	

Finance Committee
Terms of Reference.

Audit and Scrutiny
Terms of Reference.

Executive Sub
Committee Terms of

ELG Terms of
Reference.docx

Estates and HS
Terms of Reference.

ARC Terms of
Reference.docx

Drive Team Terms of
Reference.final (003)

COO PM Panel
Terms of Reference.

Panels
ToR.SoDv.docx

Adventure Learning Academy Trust

Fowey River Academy Windmill Fowey PL23 1HE

T 01872 858 161 **E** enquiries@alat.org.uk

www.alat.org.uk

Bright Tribe Trust

Building 1000 Kings Reach Yew Street Stockport SK4 2HD

Telephone 0161 475 0222 **Facsimile** 0161 831 9766 **Email**
enquiries@brighttribe.org.uk