Scheme of Delegation

September 2024

Approved by: The Basildon Academies Trust Board

Date: September2024

Date of next review: September 2025

The Basildon Academies Trust

Scheme of Delegation

Summary

The Basildon Academies Trust is the legal entity responsible for the governance of all academies within the Trust. The Chief Executive is accountable for the performance of all academies within the Trust. The Basildon Academies Trust shall have regard to any guidance as to the governance of academies that the Secretary of State may publish to the extent permitted by the governing documents.

The Basildon Academies Trust Board of Trustees is accountable in law for all decisions about its academies. However, this does not mean that the Board makes all the decisions itself and as such, may choose to delegate to the Executive Leadership, and Board Committees. The decision to delegate a function is made by the full Board of Trustees and is recorded as such. Without formal delegation, the individual or committee has no power to act.

The Scheme of Delegation will be published on the Trust and its schools' websites.

The Objective

The objective of the Trust is to advance for the public benefit education in the UK, establishing, maintaining, carrying on, managing and developing schools providing high quality education to students from all backgrounds by offering a broad and balanced curriculum and fostering collaboration across the Trust schools, other schools, educational establishments, the wider community for the benefit of the community and in line with our ethos, vision and values.

The Basildon Academies Trust's ethos *'Aspire – Believe – Achieve'* is reflected in an uncompromising belief from all stakeholders that our students can and will achieve in our learning communities, which are inclusive and supportive.

Our values are centred around SMSC, which is at the heart of our academies. Within the BAT, Academies set their development objectives under the following values:
- Social Mobility: Equality of opportunity for our young people to aspire and achieve.
- Moral Purpose: Resilient active decision makers.
- Spiritual Awareness: Reflective citizens & curious learners.
- Cultural Capital: Equity of opportunity for our young people to aspire & achieve.

Our core purpose is to make the biggest difference to the life chances of students in our schools, driving social mobility and supporting cultural capital.

Purpose of The Basildon Academies Trust Scheme of Delegation

The Scheme of Delegation is the key document defining which functions have been delegated and to whom. This Scheme of Delegation ensures that Supervisory Members, Trustees, Committees, Executive

Leaders and Academy Leaders are clear about who has responsibility for making which decisions in the Trust. This overarching Scheme of Delegation covering all decision making in the Trust, is not to be confused with the written Scheme of Delegation of financial powers referred to in the Academies Financial Handbook.

This Scheme of Delegation explicitly establishes who makes which decisions and ensures this is clear all those within the MAT. It will demonstrate clearly the lines of accountability.   This Scheme of Delegation will:

- Ensure that the roles and responsibilities across The Basildon Academies Trust are clearly understood.
- Promote a culture of transparency and accountability within The Basildon Academies Trust .
- Identify the mechanism for the appointment and performance management of all leaders.
- Set out mechanisms for policy and practice in each academy.
- Set out mechanisms for the creation and monitoring of each academy's budget.
- Set out mechanisms for risk management.
- Set out mechanisms for the oversight of educational performance in each academy.

Vision and values

Ethos

The Basildon Academies Trust's ethos *'Aspire – Believe – Achieve'* is reflected in an uncompromising belief from all stakeholders that our students can and will achieve in our learning communities, which are inclusive and supportive.

Vision Statement

The trust's vision is to create and grow inclusive, cross-phase and key stage academies that provide equality of opportunity for young people to achieve academic excellence.
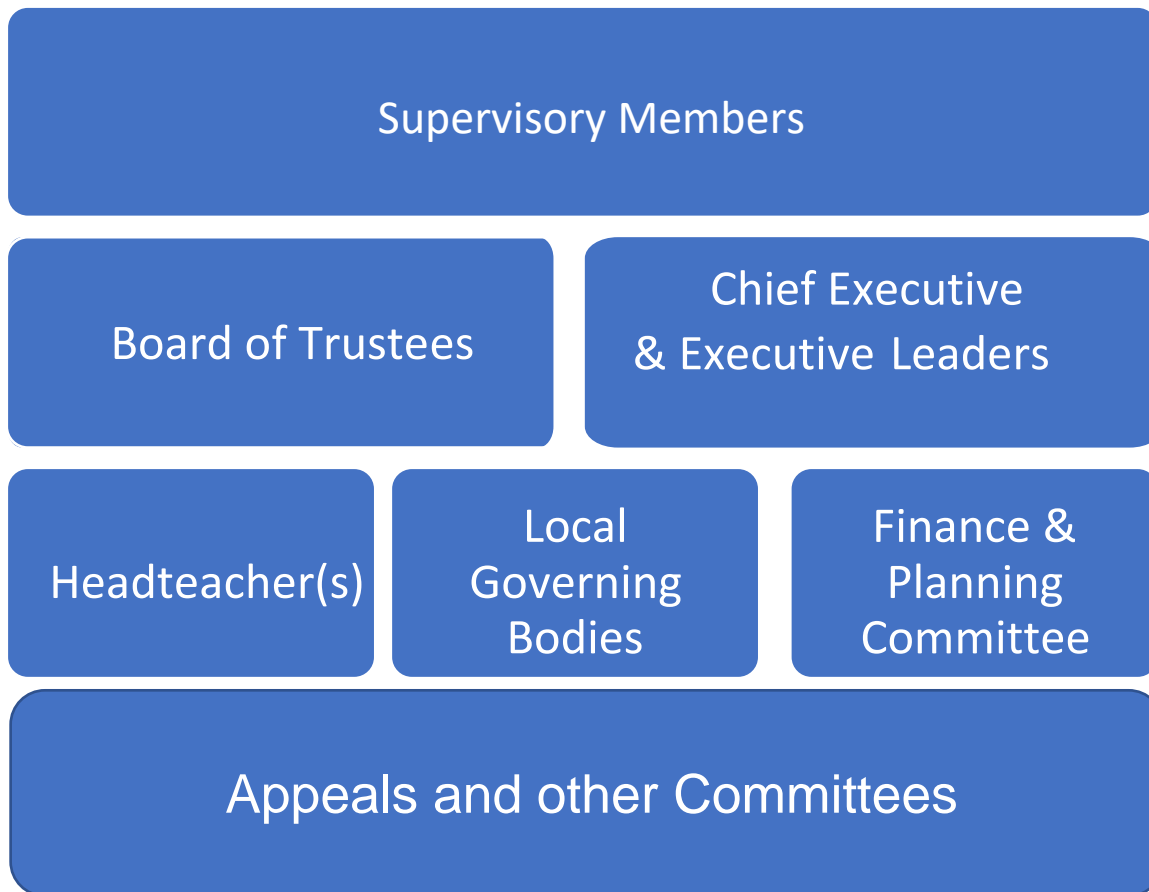
Strategic Goals

1. Ensure all students receive a high-quality and inclusive education in good and improving schools.

2. Grow our trust model to incorporate additional pathways and providers that strengthen education provisions for vulnerable children.

3. Deliver an outstanding careers curriculums leading to high quality destinations for all.

4. Provide effective executive leadership and governance, strategic direction, and a culture of accountability.

5. Deliver a curriculum for all that is broad and balanced, providing a wide range of cultural capital opportunities for students.

6. Provide outstanding wellbeing, enrichment and personal development programmes that support inclusive education for all and improves attendance and participation.

7. Maintain financial and operational sustainability, incorporating effective systems & processes that enable a 3-year programme of growth and capital investment.

8. Invest in our people; grow our own leaders and specialists valuing stakeholder wellbeing and managing workload.

Values

SMSC is at the heart of all of our academies.

All academies within the BAT set their development objectives under the following values:
S   Social Mobility: Equality of opportunity for our young people to aspire and achieve.
M   Moral Purpose: Resilient active decision makers
S   Spiritual Awareness: Reflective citizens & curious learners
C   Cultural Capital: Equity of opportunity for our young people to aspire & achieve.

Trust Governance

Supervisory Members

Board of Trustees	Chief Executive & Executive Leaders

Headteacher(s)	Local Governing Bodies	Finance & Planning Committee

Appeals and other Committees

Accountability

The Basildon Academies Trust Board of Trustees delegates responsibility for delivery of the vision and strategy to the Chief Executive. The Board of Trustees holds the Chief Executive to account for the performance of the Trust, including the performance of the academies within the Trust. The Chief Executive in turn holds Executive Leaders and Headteachers to account.

The Scheme of Delegation also includes delegation to the Chief Executive, Headteachers and the committees of the Board of Trustees. The Board cannot delegate its responsibility or accountability, but delegates some of the detailed scrutiny, oversight and decision-making.

The Chief Executive, Executive Leaders and school leaders will report to the trust board on the performance of the Trust including on the performance of the Trust's schools, although this may be supplemented by monitoring reports from the governing body committees.

The Basildon Academies Trust Board determines on a case-by-case basis whether to delegate some day-to-day decision making, actions and monitoring concerning the performance of each academy to the Local Governing Body committees.

Factors which may influence the decision to delegate include:
- School performance
- A recent Ofsted report
- DFE guidance & legislation
- Financial and administrative performance
- Leadership and governance capacity and capability
- Due diligence
- Quality Assurance RAG Rating

The Trust Board will review the performance of the Executive Leadership. The Chief Executive is responsible for the performance management of the Executive Leadership and Headteachers.

Roles and Responsibilities - Members

The Supervisory Member Board has 4 members:

Name	Term of office	Responsibility
Mark Logan	01/01/24 – 31/08/27	Chair of Supervisory Member Board
Olanike Jagun	01/01/24 – 31/08/27	Supervisory Member
Deidre O'Donoghue	01/01/24 – 31/08/27	Supervisory Member, Trustee
Dipesh Patel	01/01/24 – 31/08/27	Supervisory Member

The Role of the Members

The Members of The Basildon Academies Trust have a different status to Trustees. Trust members are the signatories to the Memorandum of Understanding and have agreed the Trust's Articles of Association (a document that outlines the governance structure and how the Trust will operate). The Articles of Association also describe how members are recruited and replaced, and how many of the Trustees the members can appoint to the Trust Board.

The members appoint trustees to ensure that the Trust's charitable object is carried out and are able to remove Trustees if they fail to fulfil this responsibility. Accordingly, the Trust Board submits an annual report on the performance of the Trust to the members. Members are also responsible for approving any amendments made to the Trust's Articles of Association.

While Members are permitted to be appointed as Trustees, in order to retain a degree of separation of powers between the members and the Trust Board, and in line with DfE expectations, not all members should be Trustees. Members are not permitted to be employees of the Academy Trust. Where trustees are appointed as members, they will not have voting rights within the Supervisory members Board.

Members receive audited accounts and must meet at least once a year.

Roles and Responsibilities - Trustees

Name	Term of office	Responsibility
Deirdre O'Donoghue	02/10/23 – 31/08/27	Chair of the Trust Board, Trustee
Keith Bobbin	11/02/22 – 31/08/27	
Gary Smith	11/02/22 – 31/08/27	Accounting Officer, Trustee
April Gurney	11/02/22 – 31/08/27	Trustee
Leah-Marie Smith	11/02/22 – 31/08/27	Trustee
Owen South	20/07/22 – 31/08/27	Trustee
Alison Paveling	01/06/24 – 31/05/27	Trustee
Maxine Newell	28/06/24 – 27/06/27	Trustee

The Role of the Trustees

Trustees are appointed by Members.

Trustees are appointed for their knowledge skills and/or experience in the following areas as required by the Board:

- Corporate and Business Strategy/Development
- Financial management/Accounting
- Asset management
- Communication, Marketing and PR
- Education QA & Standards
- Special Education Needs
- Safeguarding
- Enhanced and Alternative Provisions
- Child Support Services
- Education Assessment Frameworks, curriculum development
- Educational Charities
- County and Local Council
- Chief Executive Officer (Trust Performance and Development)

The trustees are the charity trustees (within the terms of section 177(1) of the Charities Act 2011) and are responsible for the general control and management of the administration of the trust in accordance with the provisions set out in the memorandum and articles of association. The board of trustees is the accountable body for the performance of all schools within the trust and as such must:

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

Because trustees are bound by both charity and company law, the terms 'trustees' and 'directors' are often used interchangeably. We use the term trustee as it avoids the possible confusion caused when executive leaders are called directors.

The Basildon Academies Trust board is permitted to exercise all the powers of the academy trust. The trust board will delegate to the Chief Executive responsibility for the day-to-day operations of the trust. The trustees can determine whether to delegate any governance functions.

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

The Role of the Committees

The Trustees have established committees (Local Governing Bodies and Finance & Planning Committee) either with delegated authority to make decisions or for the purpose of providing advice and support, informing the overall work of the Trust Board. However, these committees are not legally responsible or accountable for statutory functions – the Trust Board retains overall accountability and responsibility.

The responsibilities of board committees are set out in their terms of reference; The Trust Board will appoint committee members and chairs.

Delegation can be removed if trustees determine that a committee is unable to meet key performance indicators.

The Role of the Chief Executive Officer

The Chief Executive has the delegated responsibility for the operation of the trust including the performance of the trust's academies and ensuring the performance management of the Executive Leaders and Headteachers is carried out.

The Chief Executive 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 Chief Executive leads the executive leadership team of the academy trust.

The Chief Executive will delegate executive leadership/management functions to the executive leadership team and is accountable to the trust board for the performance of the executive leadership team.

The Role of Executive Leaders

Executive Leaders will undertake leadership roles across all academies within the trust, as well as carrying out delegated executive leadership/management functions by the Chief Executive.

The core role of the Headteacher is to provide strategic leadership and professional management within their schools, securing success and improvement for the schools. Ensure high quality education and personalised learning for all its pupils and high standards and achievement in all areas of the school's work.

The core role of the Chief Finance & Operations Officer is to provide strategic leadership and oversee operational responsibility for the school finances, human resources, procurement, site, premises and

facilities, health and safety, capital projects and income generation, catering and third-party contracts. To ensure that the systems in place provide the school with efficient and effective service delivery that support student progression, and compliance with statutory and legislative requirements.

The Role of the Headteacher(s)

Headteachers are responsible for the leadership and management of the academies. Headteachers will report to the LGB and Trust Board on matters that have been delegated to that committee as set out in the Scheme of Delegation.

Headteachers are responsible for all aspects of performance, ensuring that their academy meets academy development plan targets and contributes to the achievement of trust priorities, the realisation of its vision and exemplifying its values.

Key to Scheme of Delegation Charts

Key
Level 1: Members
Level 2: Board of Trustees of The Basildon Academies Trust
Level 3: Chief Executive Officer (Executive Headteacher)
Level 4: Local Governing Body (LGB)
Level 5: Headteacher

Blue box Function cannot be legally carried out at this level.
Action to be undertaken at this level.
Action to be undertaken at this level.
A   Provide advice and support to those accountable for decision making.
<>   Direction of advice and support

Page

Area	Decision	Members	Trust Board	Chief Executive	Local Governing Body	Headteacher
				Delegation		
	Governance framework					
People	Members: Appoint/Remove					
	Trustees: Appoint/Remove					
	Role descriptions for members					
	Role descriptions for Trustees/Chair/ specific roles/committee members: agree			<A		
	Parent Trustee/committee member: elected			<A	<A	<A
	Committee chairs: appoint and remove					
	GB chair: appoint and remove			<A	<A	
	Committee member – appoint/remove			<A		
	Clerk to board: appoint and remove			<A		
	Clerk to GB: appoint and remove				A	
Systems and structures	Articles of Association: agree and review		A	A		
	Governance structure (committees) for the Trust: establish and review annually			<A		
	Terms of reference for Trust committees (including audit if required, and scheme for school committees): agree annually			<A		
	Terms of reference for GB/committees: agree and review annually			<A		

A	Skills audit: complete and recruit to fill gaps			A		A
	Annual self-review of Trust Board and committee performance: complete annually					
Systems and structures	Annual self-review of GB performance: complete annually					
	Chair's performance: carry out 360 reviews periodically					
	Trustee / committee member contribution: review annually					
	Succession: plan			<A>		A
	Annual schedule of business for Trust Board: agree			<A		
	Annual schedule of business for GB: agree		A	A>		A
	Reporting					
Reporting	Trust governance details on Trust and academies' websites: ensure			<A		
	Academy or School governance details on academy website			<A		
	Register of all interests, business, pecuniary, loyalty for members/Trustees/committee members: establish and publish			<A		
	Annual report on performance of the Trust: submit to members and publish			<A		
	Annual report and accounts including accounting policies, signed statement on regularity, propriety and compliance, incorporating governance statement demonstrating value for money: submit.			<A		

		Delegation				
Area	Decision	Members	Trust Board	Chief Executive	Local Governing Body	Headteacher
	Annual report works of LGB: submit to Trust and publish					A

		Delegation				
Area	Decision	Members	Trust Board	Chief Executive	Local Governing Body	Headteacher
	Being Strategic					
Strategic Direction and Development	Determine Trust wide policies which reflect the Trust's ethos and values (facilitating discussions with unions where appropriate) including: admissions; charging and remissions; complaints; expenses; health and safety, premises management; data protection and FOI; staffing policies including capability, discipline, conduct and grievance: approve			<A		
	Determine school level policies which reflect the Trusts ethos and values			A>		A
	Central spend / top slice: agree			<A		
	Management of risk: establish register, review and monitor			<A>		A
	Engagement with stakeholders					

	Trust's vision and strategy, agreeing key priorities and key performance indicators (KPIs) against which progress towards achieving the vision can be measured: determine			<A		
	Schools' vision and strategy, agreeing key priorities and key performance indicators (KPIs) against which progress towards achieving the vision can be measured: determine		A	A>	A	
	Chief Executive Officer: Appoint and dismiss					
	Executive Leaders: Appoint and dismiss		A>			
	Academy Headteacher: Appoint and dismiss		A>			
	Budget plan to support delivery of Trust key priorities: agree			<A		
	Budget plan to support delivery of school key priorities: agree				A	<A
	Trust's staffing structure: agree			<A		
	School staffing structure: agree				<A	<A

Area	Decision	Delegation				
		Members	Trust Board	Chief Executive	Local Governing Body	Headteacher
Holding to account						
Holding to account	Auditing and reporting arrangements for matters of compliance (e.g. safeguarding, H&S, employment): agree			\<A\>	A	\<A
	Reporting arrangements for progress on key priorities: agree			A		A
	Performance management of the Chief Executive Officer: undertake					
	Performance management of Academy Headteacher: undertake					

Ensuring financial probity						
	Trustee monitoring: agree arrangements			A		
<A	LGB member monitoring: agree arrangements		A>	A>		<A
Ensuring financial probity	Chief Financial Officer for delivery of Trusts detailed accounting processes: appoint			<A		
	Trust's scheme of financial delegation: establish and review			<A		
A	School's scheme of financial delegation: establish and review			<A		
	External auditors' report: receive and respond			A		A
	Chief Executive pay award: agree					
	Academy Headteacher & Executive Leaders pay award: agree			<A		
A	Staff appraisal procedure and pay progression: monitor and agree			A		A
	Benchmarking and Trust wide value for money: ensure robustness			<A		
	Benchmarking and academy value for money: ensure robustness					A
	Develop Trust wide procurement strategies and efficiency savings programme					