



Governance Arrangements and Scheme of Delegation

September 2020

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Brooke Weston Trust Governance Arrangements

1. Principles

- i. The Brooke Weston Trust (BWT) is a multi-academy trust and is the legal entity responsible for the governance of all academies and free schools within the Trust. BWT is a company limited by guarantee and a charitable trust.
- ii. BWT has one Board of Directors and one Scheme of Delegation. All governance flows from the BWT Board.
- iii. BWT will ensure that it is at all times compliant with all statutory obligations as prescribed by the Department for Education (DfE), Education and Skills Funding Agency (ESFA), and charity and company law as well as other applicable laws and regulations.
- iv. The purpose of the Scheme of Delegation is to outline:
 - The overall accountability of the Board of Directors, supported by its subcommittees
 - The responsibility of senior leaders under the leadership of the CEO
 - The responsibility of Local Governing Bodies (LGBs) to ensure that the Academy is aligned to the Trust's vision and ethos, that they are providing support and challenge to Principals on performance objectives on behalf of the Trust Board and supporting the Academy in becoming the school of choice in the local community.
- v. The BWT Board will provide a framework in which the Trust's Executive Leadership Team, Academy Principals and LGBs can fulfil their role.

2. Trust Vision

The object of the Trust is to advance for the public benefit education in the United Kingdom, by establishing, maintaining, managing and developing schools which provide high quality education to students from all backgrounds by offering a broad curriculum and fostering collaboration across the Trust family of schools, other schools and the wider community.

The BWT mission statement is:

The purpose of BWT is to transform educational performance in the communities where we work through our long-term commitment to improve student achievement by removing the barriers to learning and providing opportunities for personal development.

The Trust operates with the following culture, principles and objectives:

- A deep resolve to foster personal achievement, accomplishment and ambition of all its students.
- Determination to make long term contributions to its local communities and to wider society.
- Each academy has its own identity but is clearly recognisable as a BWT academy, and shares common values, aspirations and approaches

3. Trust Core Values



4. Trust Operating Principles

We are an education service organisation which puts children first so that...

- every student will make the best progress they can
- we provide the best possible breadth of preparation for our students to contribute to society and live fulfilled lives
- provide a safe and welcoming environment where children are respected and valued and fully recognise our moral and statutory responsibility to safeguard and promote the welfare of all students
- we all live our trust in students daily, believe they want to learn and to contribute positively to the school and wider society

We have some non-negotiables which means we are...

- committed to fair and equal treatment of individuals regardless of age, disability, gender reassignment, marital or civil partner status, pregnancy or maternity, race, colour, nationality, ethnic or national origin, religion or belief, sex or sexual orientation
- relentless in assessing our performance and seeking improvement in all areas
- unashamed of taking tough decisions and the difficult paths where necessary
- an employer who values the contributions of its employees, empowers them to contribute and offers a rewarding working environment at the leading edge of professional development
- demanding of our employees to join in the mission for excellence and provide exceptional personal and academic development for students
- committed to treating our students with the same rigorous expectation and the same values for producing high quality work that we have for ourselves

We expect the support of our students...

- to live up to the trust we place in them and to understand they are our clients
- to support each other on their challenging but rewarding journey of personal development and achievement

We expect the support of parents and carers...

- to help ensure that students play their part and meet the expectations we place on them
- to play an active partnership role in the education and development of their children

We seek the support of our community...

- to give us space and opportunity to excel
- to let us know when and how we can contribute to local society

We recognise that financial constraints mean we cannot do all we might like, so...

- we seek best value for money in all things, including providing the best learning environment possible

- we look to our suppliers to help in this
- where compromises are needed we will make them in favour of enhancing or protecting the collective outcomes

5. Trust Governance

All BWT academies are governed by the BWT Board of Directors. BWT has implemented an organisational structure with clear lines of accountability and reporting to enable effective oversight and management of the organisation's operations. This includes the following functions:

- Members
- Board of Directors
- Subcommittees of the Board: Audit & Risk Committee, Finance & Resources Committee, Remunerations Committee and Education Standards Committee. *Subcommittees are established for areas where direct Board involvement is appropriate. Subcommittees report to the Board regularly*
- Best Practice Review Groups: Safeguarding Review Group, Health & Safety Committee and Chairs Forum and Operations Group. *Review groups are established where specialist capability and or intimate knowledge of circumstances is necessary for best effectiveness. Review groups report to the Board regularly.*
- Local Governing Bodies of each BWT academy. *Governing bodies are established to lead school specific governance and provide local community context.*
- Officers of BWT

BWT shall have regard to (but for the avoidance of doubt shall not be bound by) any guidance as to the governance of academies that the Secretary of State may publish to the extent permitted by the governing documents.

Please see Appendix 2 for the BWT organisational structure chart.

5.1 Members

The members are the guardians of the Trust's constitution, determining the principles of the Trust's governance structure and providing oversight and challenge of the Board Directors to ensure the charitable objects of the Trust are being fulfilled. The members are appointed in accordance with the Articles of Association. Members have an overview of the governance arrangements of the Trust and have the power to appoint and remove Board Directors. Members are also members of the Board for close insight and in order to monitor Board effectiveness.

The Garfield Weston Foundation

Founded with the aim of supporting a broad range of activities in the fields of religion, education, the environment, the arts, health (including research) and other areas of general benefit to the community in the UK, the Garfield Weston Foundation makes generous donations to a wide range of organisations each year.

The Foundation may appoint two sponsor directors to the Brooke Weston Trust Board of Directors. These are currently George Weston and Guy Weston.

de Capell Brooke Family

Hugh de Capell Brooke was a founding sponsor of Brooke Weston City Technology College and was a strong supporter of the school over many years. The Brooke Weston Trust now benefits from the strong support of Hugh's son, Alexander de Capell Brooke.

Alexander de Capell Brooke may appoint up to two sponsor directors to the Brooke Weston Trust Board of Directors. These are current Alexander de Capell Brooke and Bob Lane.

Matters reserved for the members are:

- The change the name of the Academy Trust
- To change the Objects of the Academy Trust
- To change the structure of the Trust Board
- To amend the Articles of Association
- To pass a resolution to wind up the Academy Trust
- To appoint the external auditors

5.2 Trust Board

The overall responsibility of the Board of Directors is the general control and management of the administration of Brooke Weston Trust, and in accordance with the provisions set out in the Articles of Association and Master Funding Agreement, is legally responsible and accountable for all statutory functions and the performance of the academies under its responsibility (as per Company and Charities law).

The core functions of the Board of Directors across the Trust are:

- Ensuring clarity of vision, ethos and strategic direction;
- Holding executive leaders to account for the educational performance of the organisation and its pupils, and the performance management of staff; and
- Overseeing the financial performance of the organisation and making sure its money is well spent.

The Trust Board holds the Trust and each academy to account for its performance through the Chief Executive Officer.

Board Directors are appointed by the members and in accordance with the Articles of Association based on their skillset. This is to ensure that the Board holds sufficient and wide-ranging expertise and experience to fulfil its functions. Directors on the Board have a broad range of skillsets, professions and expertise which are supplemented by regular briefings to Directors to ensure that they remain effective in carrying out their duties.

The Directors may appoint non-Directors to its subcommittees based on skills and experience in order to achieve the best possible challenge and oversight of its area of responsibility.

5.3 Chief Executive Officer (CEO) / Accounting Officer (AO)

The CEO is appointed by the Members in consultation with the Board of Directors to fulfil the following delegated responsibilities:

- Ensuring that the guiding principles, culture and objectives of the Trust are faithfully upheld, revisited and reinforced;
- Holding Principals and senior leaders to account for the educational performance of the individual academies and its pupils, and the performance management of all staff
- Ensuring overall compliance with and adherence to all relevant statutory regulations and best practice, including Health and Safety, safeguarding and child protection etc. and;

- As the Accounting Officer, is to be accountable to the Education and Skills Funding Agency (ESFA) for the overall operation of the Trust and ensuring effective and compliant use of public funds across all Brooke Weston Trust academies.

The Trust Board of Directors and CEO collectively retain ultimate accountability and responsibility for all aspects of the academies within BWT.

5.4 Trust Subcommittees

The Board may delegate some of its functions to a subcommittee. BWT currently operates four committees:

Audit & Risk Committee: The purpose of the committee is to ensure themselves that BWT has sound internal controls (financial, IT and otherwise), risk management and assurance processes that adequately identify and manage risk across all Academies in the Trust.

Finance & Resources Committee: The purpose of the committee is to oversee the Trust's financial performance to ensure that it is financially sustainable and that the Trust's money is being spent effectively and in line with the Trust's strategic aims.

Remunerations Committee: The purpose of the committee is to advise the Board on performance and remuneration issues including the review proposed salary awards and pay scales used by the Trust and to set the remuneration of the CEO and senior leadership team.

Education Standards Committee: The purpose of the committee is to exercise the powers of the Board of Directors in respect of holding the Trust senior executives (i.e. CEO, Executive Principals) to detailed and technical account for all aspects of school performance and standards.

Terms of reference and current membership for these subcommittees can be found on the BWT website.

5.5 Local Governing Bodies

The Trust Board is ultimately accountable for the performance of all Trust academies, though recognises that LGBs provide a level of challenge and local intelligence that the Board cannot. For each academy within the Trust, the Directors will appoint a LGB to support the Board in undertaking the following responsibilities:

- Setting the academy's vision, ethos and strategic direction, aligned to the ethos, vision and strategy of the Trust;
- Holding the Principal to account for the educational performance of the academy and its students; and
- Ensuring the academy and staff have the correct resources and support to fulfil their function.

In extreme circumstances, the Board of Directors reserves the right to remove a local governing body where there are concerns over its effectiveness and replace with an Interim Executive Board. These are established to help accelerate improvement and strengthen the overall leadership and management of the Academy.

5.6 Information Flow

The Trust Board meets regularly and as often as is necessary. The Board is provided with reports prepared by each Chair of its subcommittees at these meets and on an as needs basis. This is on a reporting by exemption basis. Feedback is provided by the Board to the subcommittees on key priorities for the Trust and to request for clarification on any business matters relating to their function area.

All Chairs of LGBs are members of the Trust's Chairs Forum. Members also include the Chair of the Board of Directors and the CEO. This forum acts as the channel of communication between the Board of Directors and its

subcommittees/best practice groups, including the local governing bodies of each academy. This mechanism allows the Board to communicate the Trust strategy, mission, and priorities to the LGB whilst encouraging the LGB, as the local representatives of the Board for the academy, to communicate with the Board any key successes or challenges their academy is facing.

The Chairs Forum also allows sharing of best practice amongst Chairs of Governors across the Trust enabling robust and efficient governance throughout all academies. A copy of the terms of reference can be found on the BWT website.

The Chair of each LGB will provide copies of the draft minutes of their meetings along with, where relevant, a short summary outlining achievements/innovative practice or areas of risk and concern which the LGB wishes to bring to the attention of the Executive Team and Education Standards Committee, which will be reported to the Board.

The Executive Principal for each phase will be appointed as a co-opted governor for each academy as a key link for governors with the Executive Team. As well as providing additional challenge and critical support to the Principal, there will be the opportunity for two-way communication between the LGB and Executive Team where any issues or concerns can be discussed.

The Board is provided with monthly reports from the Executive Team to ensure that it is regularly updated on any educational, financial or governance performance matters. The CEO will meet with the Chairs of LGBs as and when required, with a minimum of one meeting per year.

5.7 Effectiveness

The Board of Directors regularly reviews the effectiveness of its governance structure, with effectiveness reviews conducted on subcommittees and local governing bodies on an annual basis. The outcomes of these are used to inform training requirements, succession planning and recruitment of new governors and/or members.

Delegation of Authority

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| BWT Area of Specific Responsibility: GOVERNANCE | Function | Governance & Strategy | |
| | Executive with overall accountability | CEO | |
| | Subcommittee with oversight responsibility | Audit & Risk Committee | |
| | Stakeholder | Responsibilities | Accountable to |
| | Board of Directors | <ul style="list-style-type: none"> Accountable for setting the mission, values and strategic direction of the Trust. Accountable for determining the governance structures, terms of reference and scheme of delegation; approves committee composition (including appointment of Chair of LGBs) and reviews the effectiveness of those committees in discharging their duties. Accountable for approving all statutory policies, ensuring that these are aligned to the values of the Trust. Accountable for the management of risk across the Trust. Accountable for approving the Trust expansion strategy, including approval of any new academies joining the Trust. Overall accountability for compliance with the Articles of Association, Trust Funding Agreement, Academies Financial Handbook and all statutory regulations. | DFE |
| | CEO | <ul style="list-style-type: none"> Responsible for delivering the strategy for the Trust, including embedding the core vision and values across all academies. Responsible for ensuring that the Executive provides the Board and its subcommittees with all necessary data and information in a clear, succinct and effective format so they can discharge their oversight and review duties in holding the executive team to account. Responsible for ensuring all key statutory policies are in place and implemented across all schools. Responsible for the management of risk across the Trust. Responsible for developing the Trust expansion strategy, undertaking all necessary due diligence for any academies joining the Trust and managing all aspects of the process of a new academy joining, once approved by Board. Responsible for ensuring that the Trust is compliant with the Articles of Association, Trust Funding Agreement, Academies Financial Handbook and all statutory regulations. Responsible for providing support and relevant training to Directors and local governing bodies to assist them in their duties. Supports the Board in the recruitment and induction of new Directors, Chairs of LGBs and governors and for monitoring their overall effectiveness and skills composition in undertaking their role. | Trust Board |
| | Executive Principal | <ul style="list-style-type: none"> Support the CEO in delivering the strategy for the Trust, including promoting the core vision and values across their academies. Support the CEO in providing support and relevant training to Chairs of Governors and local governing bodies in discharging their duties. Support the CEO in monitoring the LGB effectiveness in undertaking their role, providing necessary support where appropriate. Support the CEO in ensuring the Board and its subcommittees are provided with all necessary data and information to discharge their oversight and review duties in holding the executive team to account. | CEO |

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| | <ul style="list-style-type: none"> • Consulted on all key statutory policies. Supports the CEO in local implementation of all key policies across all academies, ensuring that they are compliant with all statutory regulations. • Supports the CEO in management of risk across their academies, with an overview of each academies' risk profile. • Supports the CEO in ensuring that all academies comply with the Trust scheme of delegation. • Responsibility for reporting upwards a true and fair assessment of the state and performance of the Trust overall (by phase) and individual schools. • The Executive Principal is an ex-officio governor for all their academies. Their role is to act as a representative of the LGB. In the absence of a Chair/Vice-Chair, the Executive Principal can assume this role. | |
| Principal/Associate Principal | <ul style="list-style-type: none"> • Supports the CEO in delivering the strategy for the Trust, including promoting the core vision and values across the academy. • Supports the CEO in ensuring the LGB are provided with all necessary data and information to discharge their oversight and review duties in holding the senior leadership team to account. • Consulted on all key statutory policies. Delegated responsibility for local implementation of all key policies across all academies, ensuring that they are compliant with all statutory regulations. • Delegated responsibility for management of risk within the academy, with a responsibility of updating their risk profile on the risk register (educational elements). • Delegated responsibility for ensuring that the academy complies with the Trust scheme of delegation. • The Principal/Associate Principal is an ex-officio governor for the academy. Their role is to act as a representative of the Senior Leadership Team. | Executive Principal |
| Head of Service: Company Secretary | <ul style="list-style-type: none"> • Supports the Board in maintaining the scheme of delegation and terms of reference for its subcommittees, aligned to the values of the Trust. • Supports the Board in ensuring that all statutory policies are in place and effectively implemented across the Trust and its academies. • Supports the Board in administering the governance structure of the Trust, ensuring the Board and subcommittee activities are in accordance with the scheme of delegation and terms of reference. Responsible for ensuring information flow throughout the various subcommittee functions and the Board. • Responsible for ensuring all subcommittees are effectively resourced, are provided with information and documentation related to their role and are provided with clerking support for all meetings. • Supports the Board in ensuring that the Trust remains compliant with the Articles of Association, Trust Funding Agreement, Academies Financial Handbook and all statutory regulations. • Supports the CEO in providing induction, training and ongoing CPD for Directors, Chairs of Governors and governors in order that they are able to effectively fulfil their duties. • Supports the CEO in maintaining the Trust-wide risk register. | CEO |
| LGB | <ul style="list-style-type: none"> • Delegated responsibility, on behalf of the Board, to: <ul style="list-style-type: none"> ○ Ensuring clarity of vision, ethos and strategic direction for the academy ○ Holding senior leaders to account for the educational performance of the academy and its students and the effective and efficient performance management of staff; and ○ Ensuring the academy and staff have the correct resources and support to fulfil their function. • Supports the Board by complying with the parameters as laid out in the Trust scheme of delegation. Liaises with the Company Secretary for any advice, support, feedback or guidance on all governance arrangements. • Consulted on key statutory policies. Supports the CEO in local implementation of all key policies within the academy. • Delegated responsibility for attending all relevant training to ensure effective discharging of duties. Responsibility for requesting any additional training which would further benefit the LGB. • Consulted on the Trust governance structure, making any recommendations for where improvements can be made (through the Chairs Forum). | CEO |

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| | <ul style="list-style-type: none">• Delegated responsibility for maintaining an effectiveness and skills audit for the local governing body, taking action to address any areas for improvement as highlighted. Liaises with the Company Secretary for any advice, support, feedback or guidance.• Responsibility for communicating and reporting to the Board of Directors through the Trust Chairs Forum.• Responsibility for acting as an ambassador for the school in the local community and developing relationships with all key stakeholders to include: students, parents, staff, and the wider community, including local employers. To include listening to and reporting to all key stakeholders on Academy matters.• Delegated responsibility for monitoring, reviewing and providing effective challenge to senior leaders against the following core operational areas through the link governor programme: safeguarding, pupil premium, sports premium, and H&S. To participate in relevant audits commissioned by the Trust/Academy and to report outcomes of link governor visits to the appropriate Best Practice Review Group.• Delegated responsibility for having an oversight of the key risks of the school, and challenges the leadership team on how these are being mitigated and the impact of actions being undertaken.• The Chair of the LGB is responsible for overseeing the membership of the LGB, ensuring both sufficient numbers of governors and representation of staff and parent governors in addition to ensuring that it possesses the appropriate skillset to discharge its function as outlined in the LGB Terms of Reference. | |
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| BWT Area of Specific Responsibility: GOVERNANCE | Function | Leadership | |
| | Executive with overall accountability | CEO | |
| | Subcommittee with oversight responsibility | N/A (Board of Directors retains responsibility) | |
| | Stakeholder | Responsibilities | Accountable to |
| | Board of Directors | <ul style="list-style-type: none"> Appointment of the Chief Executive Officer, the Accounting Officer, the Finance Director, Chairs of LGBs and consulted on appointment of Executive Principals and Senior Operations Manager. Accountable for leadership of the Trust, delegates day-to-day management and leadership to the CEO. | DFE |
| | CEO | <ul style="list-style-type: none"> The CEO is an ex-officio executive director of the Board of Directors. Responsible for day-to-day leadership of the Trust. Responsible for maintaining, leading and performance managing an executive leadership team that is suitably experienced and qualified to support the CEO in fulfilling their duties. Responsible for establishing and maintaining an operational model and staffing structure that delivers the core functions of the Trust efficiently and effectively in order that strategic objectives and statutory obligations are met. Responsible for approving each academy's and the central team organisational model and leadership structure. Responsible for undertaking Accounting Officer duties for the Trust and is accountable to Parliament for the performance of the Trust. Responsible for the appointment of the Executive Principals, who have delegated responsibility for leadership of educational functions. Responsible for the appointment of the Senior Operations Manager and recommendation for the Finance Director appointment, who have delegated responsibility for leadership of non-educational functions. Responsible for the appointment of Principals/Associate Principals, in consultation with Executive Principals and Chairs of LGBs. Supports the Board with recruitment of Chairs of LGBs. The CEO will manage the Trust's interests and reputation with national and regional partners. | Trust Board |
| | Executive Principal | <ul style="list-style-type: none"> Supports the CEO in the leadership of educational functions across each phase to deliver Trust strategic objectives, including leadership of school improvement, academy developments and curriculum projects with key personnel. Consulted on the appointment of Principals/Associate Principals. Responsibility for approving appointment of Deputy/Vice/Assistant Principals. Delegated responsibility for leadership and performance management of Principals/Associate Principals. Delegated responsibility for oversight and intervention regarding effectiveness of the senior team's performance in each academy. Delegated responsibility for annual sign off for each academy's organisational model and leadership structure (subject to approval by the CEO). | CEO |
| Principal | <ul style="list-style-type: none"> Delegated responsibility for leadership of their academy, in line with Trust overall objectives and academy-level priorities. Delegated responsibility for appointing senior leadership teams to their academy in order to deliver set objectives (appointment subject to approval by the Executive Principal and CEO who retain right of veto). Delegated responsibility for the line management and effectiveness of their senior team. | Executive Principal | |

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| | | <ul style="list-style-type: none"> The academy's senior team will have delegated responsibility for establishing and maintaining an operational model and staffing structure that delivers all the functions delegated to the academy efficiently and effectively. Supports the CEO in providing a local voice for the Trust and the academy managing reputation and identity with local and regional partners. | |
| | <p>Head of Service: Senior Operations Manager</p> | <ul style="list-style-type: none"> Delegated responsibility for the leadership of specialised teams (and/or contracts with external providers) within each non-educational function of the central services to deliver Trust-wide objectives and statutory requirements. Delegated responsibility for appointing staff to the central team in order to deliver set objectives (appointment subject to approval by the CEO who retains right of veto). Delegated responsibility for the line management and effectiveness of the central services. Responsibility for providing specialist leadership in non-educational areas to Principals to ensure each academy can perform to its best. | CEO |
| | LGB | <ul style="list-style-type: none"> Delegated responsibility for providing effective leadership, support and critical challenge to the academy's leaders in pursuing the academy's objectives. Supports the CEO in the appointment of the Principal/Associate Principal. Consulted on the academy's organisational model and leadership structure. Challenges the senior leadership team to ensure that staffing and leadership structures are fit for purpose and are effective. | CEO |

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| BWT Area of Specific Responsibility: FINANCE | Function | Financial Strategy and Procedures | |
| | Executive with overall accountability | Finance Director | |
| | Subcommittee with oversight responsibility | Finance and Resources Committee | |
| | Stakeholder | Responsibilities | Accountable to |
| | Board of Directors | <ul style="list-style-type: none"> Accountable for ensuring financial compliance, probity and sustainability. Trust Board will consider the annual audit findings and management reports for changes or improvements to financial procedures at all levels. Approve following F & R Committee recommendation: Trust budget and unspent funds; financial targets for schools; use of capital funds: running school deficit; financial statements; financial procedures and financial scheme of delegation; set financial policies; internal auditor appointment | DFE |
| | CEO as Accounting Officer | <ul style="list-style-type: none"> Establish a suitably qualified and effective finance team under the leadership and performance management of the FD. Recommend to the F & R Committee and then Board: academy budgets and forecasts; use of unspent funds; academy financial targets. Ensure access to higher level legal advice for contract disputes and procurement challenges. Ensure value for money is being achieved. | Trust Board |
| | Executive Principal | <ul style="list-style-type: none"> Responsible for supporting academy senior leadership teams to develop effective and affordable educational delivery models for their schools, including the composition of senior leadership teams. Executive Principals will provide advice and have input across other areas of academy operational models. Responsible for modelling the annual iteration of academy organisation and Trust education improvement capacity with the FD. Leads by example in promoting the values and culture of the BWT Way through their conduct in finance meetings with school leaders. | FD |
| | Principal/Associate Principal | <ul style="list-style-type: none"> Operate the academy in accordance with the Trust's financial procedures (which conform to the ESFA Financial Handbook) and in line with the specific training provided by the Finance Director. Manage the resources of the academy within the authorised budget. Inform the FD and Executive Principal immediately if a new financial risk becomes apparent at school level causing significant deviation from the budget. Inform the Trust procurement officer and FD in good time if any new commercial contract arrangements or project works are being considered and adhere to Trust procedures for prior approval. | Executive Principal |
| Head of Service: Finance Director | <p><u>Finance Team</u></p> <ul style="list-style-type: none"> FD will recommend allocation of pooled General Annual Grant (GAG) to each individual academy for recommendation and approval by the Finance and Resources Committee and Board of Directors. | CEO | |

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| | <p>Head of Service: Procurement Officer via Senior Operations Manager</p> | <ul style="list-style-type: none"> • Within allocated funds, FD will set the budget plan for each academy, the central team and the whole trust with three-year forecasts in consultation with Executive Principals and CEO. • Read and ensure that relevant policies are maintained and up to date in accordance with the ESFA's latest version of the Academies' Financial Handbook. • Oversee the financial management system and support the operation of it in all academies. Utilise the on-line banking arrangements to monitor and manage bank accounts to ensure sufficient cash exists to manage financial liabilities. • Maintain an accurate and up to-date financial management system as required by the Finance and Resources Committee and the Board. • Prepare monthly and end of year school finance documents. • Maintain the banking system for all aspects of the Trust's work. • Provide a procedures manual for the academy finance team. • Provide online; e-mail; telephone and on-site support for each academy through in-house provision. • Provide support to each Academy in fully managing their budgets. • Oversee the payroll service for the Trust including the work of central team and academy level financial administration. • Ensure that accuracy of monthly payroll data in line with the financial procedures. • Provide the auditors with access to all information and systems, as they require. <p><u>Procurement and Contracts</u></p> <ul style="list-style-type: none"> • Maintain a contracts database for BWT. • Prioritise contracts, in terms of impact on academies, for group wide procurement and management. • Find, implement and manage network procurement opportunities. • Negotiate directly with suppliers, on behalf of our academies, for high value contracts. • Assess whether each contract secures best value if negotiated at the local level or as part of a group approach. • Support each academy through competitive processes for locally negotiated contracts. | <p>FD</p> |
| | <p>LGB</p> | <ul style="list-style-type: none"> • Delegated responsibility for understanding how the school receives funding through the pupil premium and other grants, how these are spent and how spending has an impact on student outcomes. LGBs have no direct financial oversight responsibilities. • LGB Chairs raise any questions, concerns or suggestions directly with the FD or more generally through the BWT Chairs Forum agenda. | <p>CEO</p> |

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| BWT Area of Specific Responsibility: HR | Function | HR | |
| | Executive with overall accountability | Senior Operations Manager | |
| | Subcommittee with oversight responsibility | <ul style="list-style-type: none"> • Remunerations Committee (terms and conditions; pay; performance management) • Finance and Resources (staffing structure; recruitment and retention; HR policies) | |
| | Stakeholder | Responsibilities | Accountable to |
| | Board of Directors | <ul style="list-style-type: none"> • Accountable for setting terms and conditions of employment for all staff • Accountable for setting pay scales for all staff • Accountable for approving Trust-wide HR policies • Accountable for undertaking performance management of: CEO, Finance Director • Accountable for agreeing salary and pay awards of: CEO, Finance Director • Accountable for monitoring and reviewing staff wellbeing and morale across the Trust | DFE |
| | CEO | <ul style="list-style-type: none"> • Responsible for recommending to the Board all Trust-wide HR policies. Responsible for ensuring adherence to such policies across the Trust. • Responsible for undertaking performance management of: Executive Principals, Senior Operations Manager • Responsible for recommending salary and pay awards of: Executive Principals, Senior Operations Manager and pay scales • Responsible for approving academy staffing models determined by Executive Principals and FD through curriculum led financial planning formula and central team staffing model determined by Senior Operations Manager. • Responsible for approving significant staff restructures. • Responsible for recruitment to key posts, including (but not limited to): Executive Principals, Principals/Associate Principals, Senior Operations Manager, central team posts. • Responsible for ensuring the delivery of effective and best value recruitment support for academies. • Responsible for fulfilling role as Trust representative for Trade Union Joint Consultative Committee. • Responsible for regular engagement with staff, including ongoing monitoring and assessment of staff wellbeing and morale across the Trust. To provide regular reports to the Board of Directors. | Trust Board |
| | Executive Principal | <ul style="list-style-type: none"> • Delegated responsibility for undertaking performance management of Principals/Associate Principals in the academies they oversee • Support the CEO in recommending pay of Principals/Associate Principals based on their performance. • Support the CEO in embedding HR policies Trust-wide, consulting with HR regularly to inform their work and when decisions concerning HR procedure or policy are to be made. • Consulted on academy staffing models and/or staffing restructures prior to approval by CEO. • Support the CEO in engaging regularly with staff, reporting on staff wellbeing and morale in each school to the CEO. | CEO |
| Principal | <ul style="list-style-type: none"> • Delegated responsibility for undertaking performance management of the school's senior management team and the implementation of performance management processes across the academy. | Executive Principal | |

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| | <ul style="list-style-type: none"> Support the CEO in ensuring adherence to HR policies and procedures, including those concerning performance management, appraisals and pay reviews. Seek HR advice at the earliest opportunity before initiating a formal HR procedure or policy. Ensure staff are familiar and comply with, all HR policies through appropriate training and development. Delegated responsibility for developing an appropriate and effective staffing structure is in place to deliver a high quality learning environment for all pupils with effective educational outcomes (for formal approval by CEO, consulted with Executive Principal). Delegated responsibility for developing staff restructure proposals for consideration by the Executive Principal. Delegated responsibility for ensuring compliance with the Trade Union Recognition Agreement, including operation of staff consultation groups. Delegated responsibility for effective recruitment and retention of staff within their academies and within the Trust. Delegated responsibility for implementing safer recruitment practices including maintaining the academy Single Central Record (SCR) and ensuring the academy complies with additional recruitment procedures. Delegated responsibility for engaging regularly with staff, monitoring and reviewing staff wellbeing and morale and taking any required follow-up action. To provide regular reports to the Executive Principal. | |
| Head of Service: HR Manager | <ul style="list-style-type: none"> Delegated responsibility for developing, implementing and maintaining HR policies and procedures across the Trust (for CEO recommendation to Board). Delegated responsibility for developing and implementing a Trust-wide recruitment and retention strategy (liaising with marketing/PR function for support) Delegated responsibility for provision of advice, guidance and support on all HR-related matters to academies including support for specific casework. Delegated responsibility for determining and embedding across all academies an HR compliance checklist, followed up by regular QA internal audit visits. Specific delegated responsibility for safer recruitment practices including maintaining the Trust Single Central Record (SCR) and ensuring all academies comply with requirements for own academy SCRs and additional recruitment procedures. Delegated responsibility for leading on negotiations, consultations, collective bargaining on all HR-related policies and procedures with the Joint Consultative Committee and union-representatives. Support the Principals in enabling regular engagement with staff and assessing staff wellbeing and morale. Support the Principal in providing advice and developing initiatives where follow-up action is required. | Senior Operations Manager or OG members as required for projects. |
| LGB | <ul style="list-style-type: none"> Delegated responsibility for ensuring the academy has sufficient staffing and resources to achieve its overall aims and objectives. Support the Principal in ensuring that staff are achieving a satisfactory work life balance. Consulted on academy staffing models. Consulted on Trust-wide HR policies. Support the academy on HR procedures relating to sickness absence, grievances, dismissal etc. | CEO |

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| BWT Area of Specific Responsibility: EDUCATION OUTCOMES | Function | Educational Outcomes | |
| | Executive with overall accountability | Executive Principal (x1 Primary) (x1 Secondary) | |
| | Subcommittee with oversight responsibility | Education Standards Committee | |
| | Stakeholder | Responsibilities | Accountable to |
| | Board of Directors | <ul style="list-style-type: none"> Accountable for setting overall vision and performance objectives for the Trust Accountable for holding executives to account on school improvement and all educational outcomes and standards. Accountable for determining a trust-wide curriculum policy to ensure provision of a broad and balanced education. Overall accountability for the performance and standards of all BWT schools | DFE |
| | CEO | <ul style="list-style-type: none"> Responsible for embedding the vision ('the BWT Way') and delivering performance objectives across the Trust. Responsible for approving the Trust-wide educational school improvement plan and priorities to meet Trust objectives. Responsible for approving academy improvement plans and individual educational performance targets to meet Trust objectives. Responsible for oversight of quality assurance and objective assessment across student achievement; quality of teaching; curriculum design; behaviour and safety; leadership and management. Responsible for oversight of all student performance, including performance trends of specific groups of students highlighted as a priority within Trust-wide objectives. Responsible for development and implementation of Trust-wide curriculum policy, in line with Trust vision. The CEO is an ex-officio member of the Education Standards Committee. To support Chair in preparation of agenda. To report on progress against agreed strategic priorities and any other items as requested by the Committee. | Trust Board |
| Executive Principal | <ul style="list-style-type: none"> Supports the CEO in embedding the vision of the Trust and delivering performance objectives across the Trust. Delegated responsibility for formulating the Trust-wide educational school improvement plan and priorities, including a schedule of quality assurance review across schools. Delegated responsibility for recommending academy improvement plans and individual educational performance targets. Delegated responsibility for tracking all student performance data, including performance trends of specific groups of students. Delegated responsibility for approving academy curriculum models, pedagogic approaches and local variations to Trust behaviour policies. Delegated responsibility for approving specific in-year adjustments to academy improvement plans following QA recommendations. Delegated responsibility for providing support to Principals on multiple aspects of academy operations, including (but not limited to): quality assuring and implementing academy improvement plans, improving teaching quality; managing assessment processes; analysing school data; monitoring school performance and staff morale. The Executive Principal is an ex-officio member of the Education Standards Committee. To report on progress against agreed strategic priorities and any other items as requested by the Committee. | CEO | |

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| | Principal | <ul style="list-style-type: none"> • Supports the CEO in embedding the vision of the Trust and delivering performance objectives within the academy. Delegated responsibility for developing academy-level vision and ethos which supports ‘the BWT Way’. • Delegated responsibility for developing and maintaining the academy improvement plan and self-evaluation form, for Executive Principal approval. • Delegated responsibility for recommending academy priorities and targets, for Executive Principal approval. Once approved, responsibility for delivering performance as per priorities and targets. • Delegated responsibility for developing and implementing the academy curriculum model, pedagogic approach and local variations to the Trust behaviour policy. • Delegated responsibility for maintaining a student performance data system at the level of the individual academy and ensure permanent access to that system for the Trust Data Manager and Executive Principal. Manage assessment processes effectively and with sensitivity to staff workload. • Consult with the Executive Principal on implementation of rapid, effective and impactful school level responses to any underperformance or downward trends. Responsibility for acting on outcomes of QA reviews, respond to the findings through the academy improvement plan and short-term interventions as required by the Executive Principal. | Executive Principal |
| | Head of Service Primary/Secondary Data Manager | <ul style="list-style-type: none"> • Supports the Executive Principals in collating and analysing student outcomes data, compared to individual academy and Trust-wide targets. • Delegated responsibility for preparing reports regarding student outcomes or any other contextual performance indicators as requested by the Executive Principals, CEO or Board/Board subcommittees. | Executive Principal |
| | LGB | <ul style="list-style-type: none"> • Support the Principal and Executive Principal in embedding the academy-level vision and ethos and ‘the BWT Way’. • Consulted on the academy improvement plan and self-evaluation form. • Delegated responsibility for holding the senior leadership team to account against agreed performance targets and the academy development plan. • Delegated responsibility for undertaking governor link visits to provide more in-depth review, support, guidance and assurances to the LGB of performance successes/weaknesses. Delegated responsibility to complete training to fulfil specific link governor roles (pupil premium, SEN etc.) • Informed of the QA reviews (commissioned or not commissioned) of the academy. Delegated responsibility to provide critical challenge and support to the senior leadership team to act on outcomes of reviews in pursuit of academy objectives. | CEO |

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| BWT Area of Specific Responsibility: CURRICULUM & TEACHING STANDARDS | Function | Quality and Development of Curriculum and Teaching Standards | |
| | Executive with overall accountability | Executive Principal (x1 Primary) (x1 Secondary) | |
| | Subcommittee with oversight responsibility | Education Standards Committee | |
| | Stakeholder | Responsibilities | Accountable to |
| | Board of Directors | <ul style="list-style-type: none"> Accountable for promoting equality, diversity and tolerance amongst students, promoting an inclusive ethos and discharging duties in respect of students with special educational needs, disabilities and vulnerabilities. Accountable for determining a trust-wide curriculum policy to encourage ambition for all and to be knowledge-rich, sequenced and accessible. Accountable for setting Trust priorities, linked to curriculum and teaching standards (2019-20 priorities: reading, good quality destinations, providing opportunities for developing cultural capital). | DFE |
| | CEO | <ul style="list-style-type: none"> Responsible for ensuring that an impactful curriculum is in place in each academy which supports the overall vision and ambition for the Trust. Responsible for ensuring that effective resource is in place to deliver the curriculum and high-quality teaching and pedagogy, with oversight of effective relationships between the Executive Principals, Principals, academy level leaders for Teaching and Learning, subject specialist leaders and the BWT Teaching School. | Board |
| | Executive Principal | <ul style="list-style-type: none"> Delegated responsibility for designing and implementing an impactful curriculum in each academy in accordance to the BWT vision and appropriate to the community they serve. To ensure each academy is 'Ofsted ready'. Delegated responsibility for managing the staffing resource to deliver an impactful curriculum, including monitoring impact on standards and outcomes of the Trust Directors of Subject, subject networks and other individuals commissioned to work across the primary/secondary schools in the Trust. To intervene as necessary where activity is not proving effective or delivering value for money. Support the Principal of each academy to ensure that the curriculum includes ample after-school provision and opportunities to develop cultural capital. Delegated responsibility for managing the school improvement budget for maximum impact on standards and outcomes for all students. Delegated responsibility for determining the teaching expectations across all BWT academies, and reviewing effectiveness based on curriculum, enrichment, and meeting a variety of learning needs (diverse cultural backgrounds, learning needs). Delegated responsibility for co-ordinating implementation of the Trust curriculum strategy, through liaison with the Director of the BWT Teaching School, including provision of necessary training. Delegated responsibility as Trust representative for all Ofsted inspections. | CEO |
| | Principal | <ul style="list-style-type: none"> Delegated responsibility for implementing the BWT curriculum to meet the needs of the community they serve. Responsible for ensuring this promotes the core values of BWT (as set by the Board) and of the academy. Delegated responsibility for ensuring the academy offers ample after-school provision as well as a range of opportunities (trips, visits, assemblies etc.) to develop cultural capital for all students. | Executive Principal |

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| | <ul style="list-style-type: none"> Delegated responsibility for ensuring teaching quality meets expected standards, providing appropriate CPD and performance management support to achieve these standards. To support and promote amongst staff effective partnership with Trust Directors of Subject, subject networks and any other commissioned Trust-wide individuals. Support the Executive Principal in reviewing effectiveness of implementation of the curriculum and quality of teaching, giving the Executive Principal the earliest possible indication of concerns. | |
| Head of Service Curriculum Leads | <ul style="list-style-type: none"> Supports the Executive Principal in the development of a knowledge-rich curriculum across each academy, working alongside the Trust Directors of Subject, school level subject leaders/groups and external consultants. Support the Executive Principal in embedding the Trust curriculum by leading Trust CPD programmes and providing targeted support to specific academies to improve impact on learning. | Executive Principal |
| LGB | <ul style="list-style-type: none"> Informed of the academy's curriculum, providing critical challenge and support to the leadership team that it is embedded within the academy and ensuring that it meets the needs of the local community. Supports the Board in providing critical challenge and support to the leadership team around whether the needs of all student groups (girls, boys, SEN, pupil premium) are effectively met. Supports the Board in providing critical challenge and support to the leadership team around whether adequate staffing and resource is in place to deliver the academy's objectives with regards to delivery of the BWT curriculum and expected standards for quality of teaching. Supports the Board in reviewing quality of teaching against expected standards, ensuring adequate CPD, training and performance management processes are in place for staff. Supports the Board in ensuring that the academy offers sufficient after-school provision and access to co-curricular activities throughout the academic year to develop cultural capital for all students. | CEO |

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| BWT Area of Specific Responsibility: OPERATIONS | Function | Infrastructure: estates, IT and FM services | |
| | Executive with overall accountability | Senior Operations Manager | |
| | Subcommittee with oversight responsibility | Finance and Resources Committee | |
| | Stakeholder | Responsibilities | Accountable to |
| | Board of Directors | <ul style="list-style-type: none"> Accountable for ensuring appropriate infrastructure is in place and aligned to the objectives of the Trust, whilst remaining compliant with statutory regulations and best practice guidelines. Accountable for approving the Trust’s operational strategy, including investment strategy into the Trust’s infrastructure. Accountable for approving the Trust’s Business Continuity Plan. Accountable for approving major corporate projects linked to estates and IT provision. | DFE |
| | CEO | <ul style="list-style-type: none"> Responsible for recommending the Trust’s operational strategy, including its infrastructure requirements, for approval by the Board of Directors. Responsible for determining the scope of the central services, specifically IT and estates/FM services, to the Trust schools. Responsible for approving the central team organisational model to deliver above agreed level of service and oversight for reviewing overall effectiveness of the provision across the schools. Responsible for ensuring appropriate methodologies are in place for allocating capital funding for IT and estates investment (School Condition Allocation) in accordance with the operational strategy. Responsible for recommending the Trust’s Business Continuity Plan. Delegated responsibility for approving and overseeing significant building projects and smaller refurbishments, in line with the scheme of delegation. | Trust Board |
| | Executive Principal | <ul style="list-style-type: none"> Consulted on the operational strategy related to IT and estates that may impact educational provision (at Operations Group meetings). Specific responsibility for oversight of design and use of MIS and educational IT resources. Consulted with by the Senior Operations Manager on ongoing projects or ad hoc operational situations that may impact core educational services. To support the Heads of Service in their delivery of the operational strategy, acting as an advocate for the central service function amongst academy leaders. | CEO |
| Principal | <ul style="list-style-type: none"> Consulted with by the Senior Operations Manager on IT and estates refurbishments, initiatives and projects related to their academy over a 3-year period, providing support in the delivery of these. Support the Heads of Service in the delivery of the operational strategy by ensuring access to infrastructure, equipment, staffing and any other resources as required. Delegated responsibility for maintaining the condition of the academy premises and infrastructure arranging for necessary repair and replenishment within the allocated resources of the academy budget and to standards commensurate with ‘the BWT Way’. To ensure all premises and infrastructure is compliant with statutory regulations. | Senior Ops Manager | |

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| | <p>Heads of Service via Senior Operations Manager: Estates and Facilities Management v</p> <p>Trust IT Strategy & Contract Manager</p> | <ul style="list-style-type: none"> • Supports the CEO in the development of the Trust’s operational strategy, including programme of investment into the Trust’s infrastructure to meet its overall objectives. • Support the CEO in commissioning, monitoring and reviewing the effectiveness and condition of the estates and IT provision across the Trust. • Support the CEO in developing appropriate methodologies for allocating capital funding for IT and estates investment. • Support the CEO in devising the Trust’s Business Continuity Plan. <p><u>Estates</u></p> <ul style="list-style-type: none"> • Delegated responsibility for maintaining a central property asset register, including asset valuation, leases, contract etc. • Delegated responsibility for maintaining a central property condition database. • Delegated responsibility for project managing academy capital projects, including design, arranging legal support, appointment and management of contractors. Ensure that commercial interests, insurances, warranties, risk assessments, design and build are executed to secure the best interests of the Trust and its educational vision. • Delegated responsibility for co-ordinating bids for capital funding to extend, increase capacity, or improve condition of Trust academies, in accordance with the Trust’s vision and objectives. • Delegated responsibility for providing a true and fair assessment to the Finance and Resources Committee on the overall condition of BWT estates infrastructure. <p><u>IT</u></p> <ul style="list-style-type: none"> • Delegated responsibility for managing the delivery of IT managed service, aligned to academy and Trust requirements. • Delegated responsibility for maintaining a central asset condition database/register to determine the capital replenishment programme. • Delegated responsibility for providing a true and fair assessment to the Finance and Resources Committee on the overall condition of BWT IT infrastructure. | <p>Senior Ops Manager</p> |
| | <p>LGB</p> | <ul style="list-style-type: none"> • Informed of estates or IT initiatives or projects that will directly impact on teaching and learning within the academy. • Consulted on any major capital projects, including increasing capacity or extending the size of the academy site. | <p>CEO</p> |

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| BWT Area of Specific Responsibility: OPERATIONS | Function | Compliance | |
| | Executive with overall accountability | CEO | |
| | Subcommittee with oversight responsibility | <ul style="list-style-type: none"> • Audit and Risk Committee • Safeguarding Review Group • Health & Safety Group | |
| | Stakeholder | Responsibilities | Accountable to |
| | Board of Directors | <ul style="list-style-type: none"> • Accountable for ensuring all Trust academies are compliant with all statutory regulations and recommended practice. This is to include, but not limited to, the following: H&S, GDPR, safeguarding, admissions, SEND, HR. • Accountable for approving all statutorily required and other relevant Trust policies, ensuring that these are effectively implemented across all Trust academies. • Accountable for ensuring that an internal control framework is in place to oversee overall compliance and to inform the Trust risk register. • Overall accountability for compliance with the Articles of Association, Trust Funding Agreement, Academies Financial Handbook and all statutory regulations. | DFE & other regulators |
| | CEO | <ul style="list-style-type: none"> • Responsible for creating and embedding a culture of compliance across all Trust schools, with target of achieving 100% compliance in all areas. • Responsible for ensuring that effective resource and staffing that is suitably experienced and qualified is in place to oversee compliance in core areas. • Responsible for the appointment of an independent internal audit function to assess Trust compliance position and make recommendations on addressing areas for improvement. • Responsible for recommendation and implementation of all BWT policies, specifically those related to H&S, safeguarding, admissions, exclusions, HR, SEND and GDPR. Oversight of assessing effectiveness of and adherence to BWT policies. | Trust Board |
| | Executive Principal | <ul style="list-style-type: none"> • Supports the CEO in promoting a culture of compliance across all Trust schools in core compliance areas. • Supports the CEO in oversight of compliance in core areas across own academies. Informed of Trust compliance position in own academies and be aware of outstanding action arising from internal audits (with right to intervene and/or require Head of Function support over school's compliance in areas covered by the OfSTED inspection framework). • Consulted on all BWT policies, specifically those related to H&S, safeguarding, admissions, exclusions, HR, SEND and GDPR. Responsibility for promoting compliance with and adherence to BWT policies. | CEO |
| Principal | <ul style="list-style-type: none"> • Supports the CEO in promoting a culture of compliance across all Trust schools in core compliance areas. • Delegated responsibility for compliance in core areas across own academy. Accountable for logging activities with compliance tracking software and addressing any outstanding actions arising from own or independent internal audits. • Consulted on all BWT policies, specifically those related to H&S, safeguarding, admissions, exclusions, HR, SEND and GDPR. Responsibility for promoting compliance with and adherence to BWT policies. • Delegated responsibility for local implementation of all BWT policies, including development of school procedures. | Executive Principal | |

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| | <ul style="list-style-type: none"> Delegated responsibility for appointment and management of personnel responsible for compliance areas within the academy (i.e. Designated Safeguarding Lead, SENDco, H&S co-ordinator) Supports and works alongside Heads of Service for responses to Freedom of Information Requests, Subject Access Requests and any other data requests. | |
| <p>Heads of Service: Senior Operations Manager (H&S, GDPR); Trust Admissions Manager (Admissions); Safeguarding Advisors (Safeguarding); HR Manager (HR)</p> | <ul style="list-style-type: none"> Supports the CEO in promoting a culture of compliance across all Trust schools in core compliance areas. Delegated responsibility for monitoring compliance of all schools across compliance area through internal compliance tracking system, addressing any areas of non-compliance with academies. Supports the appointment process for an independent internal audit function across core compliance areas. Supports and participates in the internal audit process, implementing appropriate action where required. Delegated responsibility for devising policies and procedures related to compliance areas for operation across BWT academies. Responsibility for measuring implementation and effectiveness of such policies and procedures. Senior Operations Manager is an ex-officio member of the H&S Committee and Audit & Risk Committee. To report on progress against agreed strategic priorities and any other items as requested by the Committee. Delegated responsibility for Senior Operations Manager to co-ordinate support for FOI/SAR and other data requests. Delegated responsibility for co-ordinating admissions and appeals processes for all Trust secondary academies in accordance with the BWT admissions policy. Safeguarding Adviser is an ex-officio member of the Safeguarding Review Group. To report on progress against agreed strategic priorities and any other items as requested by the Group. | CEO |
| LGB | <ul style="list-style-type: none"> Supports the Board in assessing compliance with core compliance areas through an assessment of information provided by the senior leadership team and own link governor visits. Informed of outcomes of Trust internal audit reviews, providing critical challenge and support to senior leaders on progress towards expected standards. Supports the Board in reviewing adherence of the academy to core Trust policies, linked to safeguarding, H&S, SEN, exclusions, admissions. Consulted on all BWT policies, specifically those related to H&S, safeguarding, admissions, exclusions, HR, SEND and GDPR. Responsibility for promoting compliance with and adherence to BWT policies. Delegated responsibility for acting as representatives of the academy as part of exclusions, complaints, safeguarding and other related procedures, as outlined within BWT policies. | CEO |

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| BWT Area of Specific Responsibility: OPERATIONS | Function | Communications | |
| | Executive with overall accountability | CEO | |
| | Subcommittee with oversight responsibility | N/A (Board of Directors retains responsibility) | |
| | Stakeholder | Responsibilities | Accountable to |
| | Board of Directors | <ul style="list-style-type: none"> Accountable for regular engagement with key stakeholders. Accountable for setting the vision, values and brand of the Trust. | DFE |
| | CEO | <ul style="list-style-type: none"> Responsible for promoting, embedding and celebrating the Trust's core values (including 'the BWT way') Responsible for the appointment, management and monitoring effectiveness of a marketing function with relevant skillset and expertise within the Trust, with responsibility for developing, implementing and managing a communications strategy for the Trust and its academies, which are aligned to our core values and priorities. Responsible for ensuring provision of specialist crisis management support. Responsible for communications relating to new academy builds, major expansions, organisational change or any other significant projects. Responsible for ensuring positive PR for the Trust on the local, regional, and national stage. Responsible for ensuring effective mechanisms are in place to communicate with and capture the voice of all key stakeholders, including students, parents/carers, staff, members of the local community. Responsible for managing relationships with key partners, including Local Authorities, DFE officials, Ofsted officials, local MPs, union officials. Responsible for reporting matters of concern/critical incidents, i.e. where there is a reputational risk, to the Board of Directors. | Trust Board |
| | Executive Principal | <ul style="list-style-type: none"> Support the CEO in promoting, embedding and celebrating the Trust's core values (including 'the BWT way') and own academies values. Support the CEO in promoting positive PR for the Trust on the local, regional, and national stage. Support the CEO and Principals in maintaining effective relationships with key partners and local stakeholders, including Local Authorities, local MPs etc. Support the CEO and Principals with crisis management. Support the CEO in ensuring that mechanisms are in place for regularly capturing key stakeholder feedback, supporting the Principals with any required action. Support the CEO in ensuring that appropriate forums and channels of communication with key stakeholders are in place. Support the Head of Service with the development of a recruitment and retention marketing strategy. Responsible for reporting all matters of concern/critical incidents, i.e. where there is a reputational risk, to the Head of Service and to the CEO. | CEO |
| | Principal | <ul style="list-style-type: none"> Support the CEO in promoting, embedding and celebrating the Trust's core values (including 'the BWT way') and own academy values. Delegated responsibility for working closely with the Head of Service to develop an academy-level communications strategy to support admissions to the academy and support any other priority areas for communications. | Executive Principal |

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| | <ul style="list-style-type: none"> Delegating responsibility for promoting positive PR for the academy on the local stage. Delegated responsibility for management of own academy media (i.e. news stories, social media feeds, newsletters). Delegated responsibility for regularly capturing key stakeholder feedback and ensuring appropriate forums (i.e. staff consultation group) and channels of communication with key stakeholders are in place. Delegated responsibility for maintaining effective relationships with key partners and local stakeholders, including Local Authorities, local MPs etc., seeking advice from Executive Principals and CEO where appropriate. Delegated responsibility for local implementation of the BWT Way and Code of Conduct for students and staff. Delegated responsibility for reporting all matters of concern/critical incidents, i.e. where there is a reputational risk, to the Head of Service and to the Executive Principal. | |
| Head of Service: Marketing Agency/Comms Officer | <ul style="list-style-type: none"> Delegated responsibility for promoting and celebrating the Trust's brand with all key stakeholders. Responsible for ensuring the branding of the academies is aligned to that of the Trust and is consistently portrayed in all marketing communications. Delegated responsibility for devising, implementing and managing a communications strategy which ensures positive PR for the Trust on the local, regional, and national stage. Support the CEO in the project management of Trust communications relating to new academy builds, major expansions, organisational change or any other significant projects. Delegated responsibility for devising, implementing and managing a communications strategy which ensures positive PR for each academy on the local stage, to support admissions to the academies and support any other priority areas for communications. Delegated responsibility for supporting all major projects at school level with a bespoke communications strategy. Delegated responsibility for providing advice, support and guidance to schools on all marketing/branding areas, including signage, uniform, recruitment adverts, open day promotional materials, prospectus, banners, school newsletters, branded merchandise, social media, digital / online presence, etc. Delegated responsibility for supporting schools with crisis management. To operate in liaison with the Principal and Executive Principal, whilst keeping other stakeholders (Chairs of Governors, CEO and other interested parties) updated. Delegated responsibility for management of PR, acting as main point of contact for all press enquiries on behalf of the Trust. Delegated responsibility for management of all Trust websites, ensuring these effectively promote the Trust and academy brands and are compliant with all regulatory requirements. | Senior Ops Manager |
| LGB | <ul style="list-style-type: none"> Support the Board in ensuring that the core values of the academy and of the Trust are adhered to by the senior leadership team. Delegated responsibility for ensuring that the academy regularly captures key stakeholder feedback and to ensure appropriate forums (i.e. staff consultation group) and channels of communication with key stakeholders are in place. Responsibility for ensuring that any required follow-up action is undertaken by the senior leadership team and monitoring the impact of this action. Consulted on all new academy builds, major expansions, organisational change or any other significant projects which may affect the academy. Delegated responsibility for communicating the voice of the community which they represent. Consulted/advised on matters of concern/critical incidents at the Academy and responsible for liaison with Academy stakeholders where appropriate. Responsibility for reporting matters of concern/critical incidents to the CEO. | CEO |

Appendix 1: Brooke Weston Trust Scheme of Financial Delegation

Scheme of Financial Delegation

1. Powers and Duties Reserved for the Board of Directors

General

- 1.1** Approval of a written scheme of delegation of its financial powers and duties to its Finance and Resources Committee, Audit and Risk Committee, the Chief Executive Officer, the Trust Finance Director and other staff. The Scheme of Delegation must satisfy the Board of Directors ultimate responsibility for ensuring that there are adequate operational controls in place for all the financial processes within the Trust. The Financial Scheme of Delegation should be operated in conjunction with the Financial Regulations of the Trust.

Budgets/Budgetary Control

- 1.2** Formally approving the annual Trust budget, including the allocation of funding to each BWT academy from the pooled General Annual Grant (GAG).
- 1.3** Considering budgetary control reports from the Finance and Resources Committee at every meeting, with relevant explanations and documentation where required.
- 1.4** To hear any appeals made by Principals or Chairs of Governors regarding their school’s funding allocation, as per stage 3 of the appeal process (see paragraph 8).

Purchasing

- 1.5** Maintenance of a Register of Business Interests for all Members, Directors, Governors and Trust staff with financial responsibilities.
- 1.6** Authorisation of the award of tenders above £750,000.

Income

- 1.7** Authorisation of the write-off of debts not collectable (the Secretary of State's prior approval is also required if debts to be written off are above the value set out in the annual funding letter).

Security of Assets

- 1.8** Authorisation of the disposal of individual items of equipment and materials that have become surplus to requirements, unusable or obsolete with an original purchase value in excess of £100,000.

Accounts and Audit

- 1.9** Approval of the audited financial statements.
- 1.10** Informing the ESFA if it suspects any irregularity affecting resources.
- 1.11** Considering reports from the Audit and Risk Committee at every meeting, with relevant explanations and documentation where required in respect of the financial reporting, internal control systems, risk management systems, regulatory compliance procedures and internal and audit functions of the Trust.

2. Powers and Duties Reserved for the Finance and Resources Committee

The Finance and Resources Committee shall be responsible for:

General

- 2.1 Exercising the powers and duties of the Board of Directors in respect of the financial administration of the Trust, except for those items specifically reserved for the Board of Directors and those delegated to the Chief Executive Officer, the Trust Finance Director and other staff.
- 2.2 Reporting on decisions taken under delegated powers to the next meeting of the Board of Directors.
- 2.3 Ensuring that the Board of Directors is fully aware of the financial position of the Trust and how the financial position of the Trust might change in the foreseeable future.
- 2.4 Advise the Board of Directors on whether the Trust is holding a prudent level of unspent funds.
- 2.5 To provide assurance that key enabling resources are optimised and aligned with the Trust's strategic aims and objectives.
- 2.6 Management of Financial Risk.

Budgets/Budgetary Control

- 2.7 Seeking assurance on a sustainable financial situation in the short to medium term.
- 2.8 Reviewing the annual Trust budget and recommending its acceptance, or otherwise to the Board of Directors, including the allocation of funding to each BWT academy from the pooled General Annual Grant (GAG).
- 2.9 Considering budgetary control reports on the Trusts financial position at every meeting, taking appropriate action to contain expenditure within the budget and report to the Board of Directors.
- 2.10 Reporting to the Board of Directors all significant financial matters and any actual or potential overspending.
- 2.11 To hear any appeals made by Principals or Chairs of Governors regarding their school's funding allocation, as per stage 2 of the appeal process (see paragraph 8).

Purchasing

- 2.12 Authorising the award of orders and contracts over £100,000 and up to £750,000.

Security of Assets

- 2.13 Authorising the disposal of individual items of equipment and materials that have become surplus to requirements, unusable or obsolete with an original purchase value of up to £100,000 and reporting such authorisations to the Board of Directors.

Accounts and Audit

- 2.14 Reviewing the draft financial statements and highlighting any significant issues to the Audit and Risk Committee and the Board of Directors.
- 2.15 Receiving the reports of the auditor on the use of resources and discharge of financial responsibilities and highlighting any significant issues to the Audit and Risk Committee and the Board of Directors.

Investment Portfolio

- 2.16 Reviewing the Trust Investment Portfolio to ensure that it is invested in line with the Investment Policy.

Financial Strategy

- 2.17 The development of the financial strategy of the Trust, through the consideration of financial priorities and proposals of the Chief Executive Officer, Trust Finance Director and other senior staff taking the significant risk factors into account.
- 2.18 Monitor the financial implications of enabling strategies and capital investments to ensure that they meet the needs of the Board of Directors.

Financial Procedures

- 2.19 Monitor and review procedures for ensuring the effective implementation and operation of financial policies and procedures on a regular basis and where appropriate make recommendations for improvement.

Resources

- 2.20 Advise the Board of Directors as appropriate on procurement, estates, information technology, catering and other operational strategies, ensuring alignment with the Trust's overall Strategic Plan.
- 2.21 Monitor how and where funding is being invested to support the operational strategy of the Trust and report any concerns to the Board of Directors.

- 2.22** Monitor major corporate projects to ensure that they remain on budget and deliver the desired outcome.

3. Powers and Duties Reserved for the Audit and Risk Committee

The Audit and Risk Committee shall be responsible for:

General

- 3.1** Assisting the Board of Directors to fulfil its corporate governance responsibilities.
- 3.2** Exercising the powers and duties of the Board of Directors in respect of the financial reporting, internal control systems, risk management systems, regulatory compliance procedures and internal and audit functions of the Trust, except for those items specifically reserved for the Board of Directors and those delegated to the Chief Executive Officer, the Trust Finance Director and other staff.
- 3.3** Promoting a climate of financial control and discipline which minimises the opportunity for financial mismanagement.
- 3.4** Ensuring the Trust adheres to all applicable legislation.
- 3.5** Ensuring processes are in place to identify all significant risks which may impact on the Trust and provide oversight that these are being actively managed.
- 3.6** Identifying future changes in legislation that might impact on the Trust, assess the impact of these and develop a plan to ensure compliance.

Accounts

- 3.7** Reviewing and approving the statements included in the annual report concerning internal control, risk management and viability statement highlighting any significant issues to the Board of Directors.
- 3.8** Reviewing all risk and control related disclosure statements, in particular the Trust's annual Governance Statement, Statement on Regularity, Propriety and Compliance and Value for Money Statement, together with any associated reports and opinions from management, and the External Auditor prior to endorsement by the Trust Board.
- 3.9** Receiving the reports of the auditor on the use of resources, systems of internal financial control, and discharge of financial responsibilities and highlighting any significant issues to the Board of Directors.

External audit

- 3.10** Considering and making recommendations to the Board in relation to the appointment, re-appointment and removal of the Trust's external auditor.
- 3.11** Overseeing the relationship with the external auditor.
- 3.12** Approving their remuneration, including both fees for audit and non-audit services, and ensuring that the level of fees is appropriate to enable an effective and high-quality audit to be conducted.
- 3.13** Approving their terms of engagement, including any engagement letter issued at the start of each audit and the scope of the audit.
- 3.14** Assessing the independence of the External Auditor, ensuring that key audit personnel are rotated at appropriate intervals and to review the performance of the External Auditor on an annual basis.
- 3.15** Recommending the audit fees to the Trust Board and pre-approve any fees in excess of £10,000 in respect of non-audit services provided by the external auditor and to ensure that the provision of non-audit services does not impair the external auditors' independence or objectivity.
- 3.16** Reviewing the External Auditor's annual management letter and all other reports and recommendations, together with the appropriateness of management's response.
- 3.17** Reviewing the reports and recommendations of the internal management team, together with the appropriateness of management's response; to monitor the implementation of action agreed by management in response to reports from the External Auditor, Internal Auditors and Education and Skills Funding Agency (ESFA).

Internal controls and Risk management

- 3.18** Receiving quarterly reports from independent auditors on our internal controls.
- 3.19** Reviewing and approving the role and mandate of internal audit, monitoring and reviewing the effectiveness of its work, and annually approving the internal audit charter ensuring it is appropriate for the current needs of the organisation.
- 3.20** Reviewing and approving the annual internal audit plan to ensure it is aligned to the key risks of the business, and receiving regular reports on work carried out.
- 3.21** Reviewing the risk registers and minutes maintained by each of the Board's Committee's to ensure that they are actively managing their risks.
- 3.22** Testing and validating effective risk management across the Trust.
- 3.23** Reviewing the adequacy and effectiveness of the Trust's governance, risk management and internal control arrangements, as well as its arrangements for securing value for money, through reports and assurances received from management, the Executives, the External Auditor and any other relevant independent assurances or reports (e.g. from the National Audit Office).

Health and Safety

- 3.24** Reviewing the Trust's risk management and Health & Safety processes and procedures for the identification, assessment, evaluation, management and reporting of risks.
- 3.25** Reviewing the adequacy and robustness of risk registers.

Safeguarding systems

- 3.26** Reviewing the Trust's quality assurance processes and procedures for the identification, handling and processing of safeguarding referrals in line with best practice.

Compliance, whistleblowing and fraud

- 3.27** Reviewing the adequacy and security of the Trust's arrangements for its employees and contractors to raise concerns, in confidence, about possible wrongdoing. This will include the review of the adequacy of policies for ensuring compliance with relevant regulatory, legal and code of conduct requirements. The committee shall ensure that these arrangements allow proportionate and independent investigation of such matters and appropriate follow up action.
- 3.28** Reviewing the Trust's procedures for detecting fraud.
- 3.29** Reviewing the Trust's systems and controls for the prevention of bribery and receive reports on non-compliance.
- 3.30** Receiving reports on the outcome of investigations of suspected or alleged impropriety.
- 3.31** Reviewing or investigating any other matters referred to the Committee by the Trust Board.
- 3.32** Drawing any significant recommendations and matters of concern to the attention of the Trust Board, and in cases of urgent matters directly to members of the Trust Board.
- 3.33** Ensuring the Trust complies with all other areas of legislation, for example Data Protection, Employee legislation.

4. Powers and Duties Reserved for the Chief Executive Officer

The Chief Executive Officer has delegated powers and functions in respect of internal organisation, management and control of the Trust, the implementation of all policies approved by the Board of Directors and for the direction of teaching and the curriculum.

The Chief Executive Officer shall be responsible for:

Budgets/Budgetary Control

- 4.1** Reviewing income and expenditure reports and highlighting actual or potential overspending to the Finance and Resources Committee.
- 4.2** In collaboration with the Finance Director, approving and recommending an annual draft budget plan for consideration by the Finance and Resources Committee and Board of Directors, including the allocation of funding to each BWT academy from the pooled General Annual Grant (GAG).

As a representative of the Operations Group, to hear any appeals made by Principals or Chairs of Governors regarding their school's funding allocation, as per stage 1 of the appeal process (see paragraph 8).

Financial Management

4.3 Ensuring the arrangements for collection of income, ordering of goods and services, payments and security of assets are in accordance with the Financial Regulations.

Purchasing

4.4 Authorising all orders and contracts over £10,000 in conjunction with the Trust Finance Director.

4.5 Ensuring that all contracts and agreements conform to the Financial Regulations.

Payroll and Personnel

4.6 Authorising permanent changes to the Trust's establishment.

Security of Assets

4.7 Ensuring that there are annual independent checks of assets and the asset register.

4.8 Ensuring that proper security is maintained at all times for all buildings, furniture, equipment, vehicles, stocks, stores, cash, information and records etc. under his/her control.

Accounts and Audit

4.9 The operation of financial processes within the Trust, ensuring that adequate operational controls are in place and that the principles of internal control are maintained.

4.10 Ensuring ongoing in-year Quality Assurance processes are in place via independent scrutiny and internal checks.

Other

4.11 The CEO will seek the views of the Executive Principals prior to formal authorisation.

5. Powers and Duties Reserved for the Finance Director

The Trust Finance Director shall be responsible for strategic planning along with the CEO, Executive Principals, Senior Operations Manager and Senior Finance and HR Manager.

Budgets/Budgetary Control

5.1 Preparing an annual draft budget plan for consideration by the Finance and Resources Committee and Board of Directors, including the allocation of funding to each BWT academy from the pooled General Annual Grant (GAG).

5.2 As a representative of the Operations Group, to hear any appeals made by Principals or Chairs of Governors regarding their school's funding allocation, as per stage 1 of the appeal process (see paragraph 8).

5.3 Monthly monitoring of expenditure and income against the approved budget and submitting reports on the Trusts financial position to every meeting of the Finance and Resources Committee. Any actual or potential overspending shall be reported to the Finance and Resources Committee.

5.4 Assessing and formally documenting the financial implications of all proposed changes within the Trust for review through executive management and or committee process as appropriate.

Purchasing

5.5 Ensuring that the individual academies are maintaining a register of formal contracts entered into, amounts paid and certificates of completion and are retaining the quotes obtained for goods, works and services (this can be delegated to the Senior Operations Manager or Senior Finance and HR Manager).

5.6 Ensuring that all correct invoices are duly certified by authorised staff before payments (this can be delegated to the Senior Operations Manager or Senior Finance and HR Manager).

- 5.7** Ensuring the appropriate division of duties between staff responsible for processing orders, receiving deliveries and processing payments (this can be delegated to the Senior Finance and HR Manager).

Payroll and Personnel

- 5.8** Authorising the monthly payroll (this can be delegated to the Senior Finance and HR Manager).
5.9 Authorising any changes to the staff structures in the individual academies (this can be delegated to the Senior Finance and HR Manager if within the agreed budget).
5.10 Authorising any additional posts advertised (this can be delegated to the Senior Finance and HR Manager if within the agreed budget).
5.11 Authorising any changes in salary to existing staff (this can be delegated to the Senior Finance and HR Manager if within the agreed budget).

Banking Arrangements

- 5.12** Maintaining proper records of account and reviewing monthly bank reconciliations (this can be delegated to the Senior Finance and HR Manager).

Accounts and Audit

- 5.13** The operation of financial processes within the Trust, ensuring that adequate operational controls are in place and that the principles of internal control are maintained.
5.14 Ensuring that full, accurate and up to date records are maintained in order to provide financial and statistical information.
5.15 Ensuring that all records and documents are available for audit by the appointed external auditors.

Insurances

- 5.16** Ensuring that arrangements for insurance cover are in place and adequate.
5.17 Notifying the Finance and Resources Committee on any eventuality that could affect the Trusts insurance arrangements.

Other

- 5.18** The FD will seek the views of the Executive Principals prior to formal authorisation.

6. Powers and Duties Reserved for other staff

Members of staff with delegated responsibilities should be aware that these must be exercised in accordance with Financial Regulations.

The following responsibilities are delegated to the Senior Finance and HR Manager:

General

- 6.1** Ensuring that the individual academies are maintaining a register of formal contracts entered into, amounts paid and certificates of completion and are retaining the quotes obtained for goods, works and services.
6.2 Ensuring that all correct invoices are duly certified by authorised staff before payment.
6.3 Ensuring the appropriate division of duties between staff responsible for processing orders, receiving deliveries and processing payments.

Payroll and Personnel

- 6.4** In the Trust Finance Directors absence authorising the monthly payroll.
6.5 Maintaining proper records of account and reviewing monthly bank reconciliations.
 The following responsibilities are delegated to other staff in addition to the Chief Executive Officer and Trust Finance Director:

Budgets/Budgetary Control

The Individual Academy Principals are responsible for:

6.6 Checking and certifying monthly statements of expenditure against their delegated budget and for reporting any errors or irregularities to the Trust Finance Director. Any actual or potential overspending shall also be reported to the Trust Finance Director.

Purchasing

The Individual Academy Principals and Delegated Budget Holders are responsible for:

6.7 Authorising orders provided they are within the scope and remaining balance of their delegated budget.

The School Finance Officers are responsible for:

6.8 Maintaining a register of formal contracts entered into, amounts paid and certificates of completion.

6.9 Retention of quotes obtained for goods, works and services.

6.10 Ensuring that all correct invoices are duly certified by authorised staff before payments are made and that invoices, vouchers and other records are retained and stored in a secure way and are readily available for inspection by authorised persons.

6.11 Ensuring the appropriate division of duties between staff responsible for processing orders, receiving deliveries and processing payments.

Income

The School Finance Officers are responsible for:

6.12 Ensuring that all income is accurately accounted for and is promptly collected and banked intact.

Payroll

The School Finance Officers are responsible for:

6.13 Running the monthly payroll.

6.14 Ensuring that the monthly payroll is checked, and ready for authorisation.

Security of Assets

The Academy Senior Finance Officers are responsible for:

6.15 Maintaining a permanent and continuous register of all items of furniture, equipment, vehicles and plant over £10,000.

Information and Communication Systems

The Trust IT Director is responsible for:

6.16 Maintaining the standards of control for such systems in operation within the Trust to include the use of properly licensed software, and for the security and privacy of data in accordance with the Data Protection Act.

Other

6.17 The CEO and FD will seek the views of the Executive Principals prior to formal authorisation.

7 Summary of Financial Authorisation Level

| Delegated Duty | Value ¹ | Delegated Authority | Method |
|-----------------------------|---------------------|---|------------------------------|
| Ordering Goods and Services | Up to £2,500 | Budget Holder and Principal | See Trust Procurement Policy |
| | £2,501 to £5,000 | As above plus Senior Finance and HR Manager | See Trust Procurement Policy |
| | £5,001 to £10,000 | As above plus Trust Finance Director | See Trust Procurement Policy |
| | £10,001 to £100,000 | As above plus Chief Executive Officer | See Trust Procurement Policy |

¹ Value being the value of the purchase and / or the purchase plus the sum of future liabilities entered into

| | | | |
|---|---|--|------------------------------|
| | £100,001 to £750,000 | As above plus Finance Committee | See Trust Procurement Policy |
| | Over £750,000 | As above plus Board of Directors | See Trust Procurement Policy |
| | Authority to accept other than lowest quotation or tender | Chief Executive Officer | |
| Signatories for cheques, BACS payment authorisations and other bank transfers | Any | Two signatories from: -Senior Operations Manager -Senior Finance and HR Manager -Trust Finance Director -Chief Executive Officer | |
| Signatories for EFA grant claims and EFA returns | Any | Two signatories from: -Senior Operations Manager -Senior Finance and HR Manager -Trust Finance Director -Chief Executive Officer | |
| Disposal of Assets | Up to £100,000 | Finance & Resources Committee | |
| | Over £100,000 | As above plus Board of Directors | |
| Write-off of bad debts | Up to £100,000 | Chief Executive Officer | |
| | Over £100,000 | Board of Directors | |
| Purchase or sale of any freehold property | | EFA approval | |
| Granting or take up of any leasehold or tenancy agreement exceeding three years | | EFA approval | |
| Raising Invoices to collect income | | School Finance Officer | |

8. Process for appeal against allocation of GAG funding

- 8.1** Our schools work well together in a climate of transparency, trust and sharing of resources, unspent funds and people. BWT pools the GAG and reserve in order that our funding can be utilised for maximum impact across our Trust of schools. The CEO and Finance Director recommend the allocation of GAG funding in consultation with the Operations Group. The Trust overall budget is recommended by the Finance and Resources Committee and approved by the Board of Directors.
- 8.2** In the first instance, if a Principal or Chair of Governors has any concerns about how their academy's funding has been allocated, it is recommended that they contact either the Finance Director or CEO to discuss these concerns informally.
- 8.3** Should any academy Principal or Chair of Governors wish to formally appeal the allocated funding for their school, the follow appeal process must be followed:
- 8.3.1 Stage 1 – Operations Group**
The Principal/Chair of Governors are to confirm in writing their wish to appeal the allocated funding, detailing the reasons for their appeal and expected outcome of the appeal. This should be provided to the Executive Officer who will convene an appeal meeting within 20

school days of receipt of the appeal letter. The Principal/Chair of Governors will be invited to present their case. All parties will be advised of the outcome of the appeal in writing within 10 school days of the meeting.

8.3.2 **Stage 2 – Finance and Resources Committee**

Should the Principal/Chair of Governors be dissatisfied with the outcome of stage 1, they are able to escalate their appeal to stage 2 of the process. The Principal/Chair of Governors are required to confirm in writing to the Executive Officer their intention to appeal, including reasons for why they are dissatisfied with the outcome of stage 1 and their anticipated outcome of the meeting. The same timescales and arrangements for the meeting and outcome will be as above.

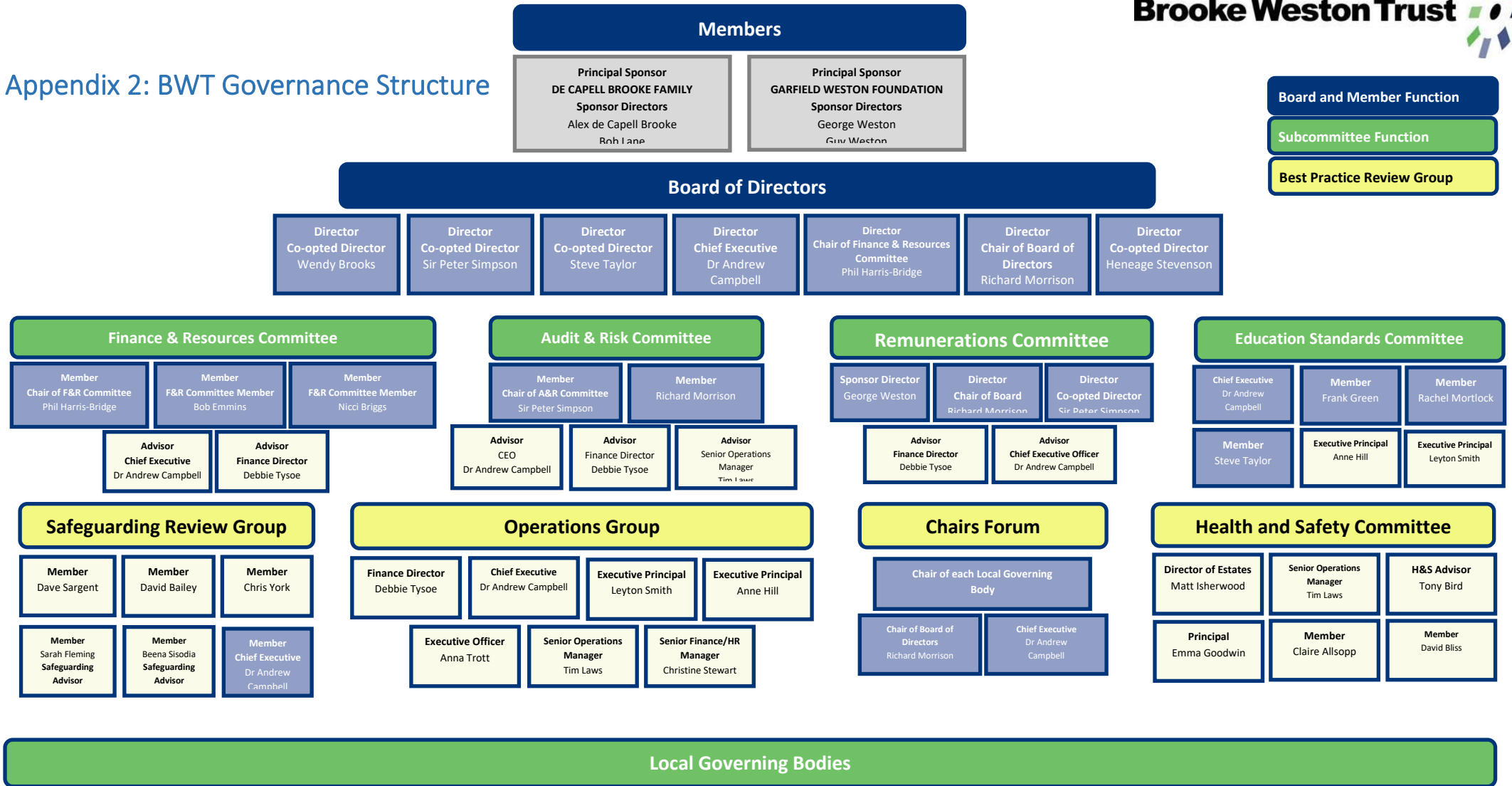
8.3.3 **Stage 3 – Board of Directors**

Should the Principal/Chair of Governors be dissatisfied with the outcome of stage 2, they are able to escalate their appeal to stage 3 of the process which involves an appeal meeting with a representation of the Board of Directors (excluding the Chief Executive if involved at an earlier stage of the appeals process). The Principal/Chair of Governors are required to confirm in writing to the Executive Officer their intention to appeal, including reasons for why they are dissatisfied with the outcome of stage 2 and their anticipated outcome of the meeting. The same timescales and arrangements for the meeting and outcome will be as above. This is the final stage of the appeals process which is heard internally by Brooke Weston Trust.

8.3.4 **Stage 4 – Education and Skills Funding Agency (ESFA)**

Should the Principal/Chair of Governors be dissatisfied by the outcome of the BWT appeals process, they are able to escalate their concerns directly to the ESFA. Details of how to complain are included on the ESFA's website.

Appendix 2: BWT Governance Structure



Brooke Weston
Peter Kirkbride
Chair: Dr Andrew Campbell

Thomas Clarkson
Richard Scott
Chair: David Bailey

Corby Technical School
Angela Reynolds
Chair: Gary Campbell

Corby Business
Simon Underwood, Nicola Treacy
Chair: Marianne Harris-Bridge

Kettering Science Academy
Tony Segalini
Chair: Steve Barton

Compass Primary
Jo Fallowell
Chair: Dr Andrew Campbell

Gretton Primary
Jane MacDonald
Chair: Tim Eaton

Beanfield Primary
Sam Eathorne
Chair: Stephen Prati

Oakley Vale
Emma Goodwin
Chair: Stephen Prati

Peckover Primary
Carrie Norman
Chair: David Oliver

