

Governance Arrangements and Scheme of Delegation

2023/2024

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Document Control

Date of last review:	June 2022	Author:	CEO, CFO, Executive Officer
Date of next review:	June 2023	Version:	8
Approved by:	Board of Directors	Status:	Ratified

Summary of Changes

- Inclusion of role of Chief Operations and Resources Officer to reflect updated delegations and central team structure and to remove role of Financial Controller which has now been absorbed into one role as Chief Financial Officer.
- Changes to Governance Structure chart to reflect changes in membership.

Document Control

Date of last review:	November 2022	Author:	CEO, CFO, Head of Governance
Date of next review:	June 2023	Version:	9
Approved by:	Board of Directors	Status:	Ratified

Summary of Changes

- Amendment under the Education Strategy and Standards function to clarify delegated responsibility to the CEO to nominate relevant individuals, if necessary, to act as Governance representatives when engaging with external partners and official stakeholders.

Document Control

Date of last review:	September 2023	Author:	CEO, CFO, Head of Governance
Date of next review:	September 2024	Version:	10
Approved by:	Board of Directors	Status:	Ratified

Summary of Changes

- Amendments across the document to reflect changes in the central team structure, including the professional partnership between CORO and CFO.
- Introduction of the following roles: Director of Education (across all phases), Director of Primary and Head of Estates and Sustainability (HoES) role
- Change the *Executive Assistant* title to Head of Governance (HoG)
- Change the *Trust Safeguarding Office* title to Head of Safeguarding (HoS)
- *Health & Safety committee* name changed to Health, Safety & Wellbeing Committee.
- Clarification around the responsibility delegated to Local Governance, including the introduction of AIBs

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 works to 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.
- iii. The Trust's constitution and objects are set out in its Memorandum and Articles of Association. We are also bound by the requirements of our Master Funding Agreement, as well as by the provisions of the Academy Trust Handbook and a range of other pieces of government guidance and legislation.
- iv. BWT has one Board of Directors and one Scheme of Delegation. All governance flows from the BWT Board.
- v. The purpose of the Scheme of Delegation is to provide operating clarity about the roles, responsibilities, authorities and expectations of those who work within our governance and executive leadership structures, including:
 - The overall accountability of the Board of Directors, supported by its subcommittees
 - The responsibility of executive 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.
- vi. This document is subject to formal review by the Board of Directors on an annual basis, although they may review and amend elements of it more frequently if circumstances require it.

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, communicating the purpose and context of our schools in seeking the best value for money possible
- 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, Education Standards Committee, Safeguarding Review Group, Health, Safety & Wellbeing Committee and Chairs Forum. *Subcommittees are established for areas where direct Board involvement is appropriate. Subcommittees 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, including appointment and removal of Directors
- To amend the Articles of Association
- To pass a resolution to wind up the Academy Trust
- To appoint the external auditors

Members meetings are held three times per year. One of the meetings constitutes the formal Annual General Meeting (AGM) of the Trust.

5.2 Trust Board

The overall responsibility of the Board of Directors (also described as ‘trustees’) 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 are accountable to the Members, to the Secretary of State, and to the communities served by our academies. The Trust Board holds the Trust and each academy to account for its performance through the Chief Executive Officer.

The Trust Board must ensure that it has mechanisms in place to take account of the views of the Trust’s key stakeholders within its decision making. This applies especially, but not exclusively, to the views of pupils and learners, parents and academy staff members.

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. They are Directors for the purposes of charity law and fulfil the role of directors in regard to company legislation, thereby bearing significant personal liability.

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

The Trust Board meets at least three times per year.

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:

- Day-to-day strategic and operational leadership and management of all aspects of the Trust's activity;
- Ensuring that the guiding principles, culture and objectives of the Trust are faithfully upheld, revisited and reinforced;
- Holding Trust 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 Accounting Officer, 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. The CEO delegates responsibility for specific aspects of the Trust's operations to members of the Executive Leadership Team and the day-to-day management of each academy to the Principal of that academy, in line with the provisions outlined in this scheme of delegation.

5.4 Trust Subcommittees

The Board may not delegate their accountability for the performance of the Trust but may delegate some of its responsibilities to a subcommittee. BWT currently operates six 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 to detailed and technical account for all aspects of school performance and standards.

Safeguarding Review Group: The purpose of the group is to oversee the Trust's safeguarding culture and processes and to ensure appropriate support, training and challenge is in place for all those involved in safeguarding across the Trust.

Health, Safety & Wellbeing Committee: The purpose of the Committee is to monitor the outputs from Trust health, safety and wellbeing audits and advise the Board on mitigation for any strategic health and safety risks. The Committee also has a role in promoting positive attitudes to personal ownership of health and safety by staff at all levels in the Trust.

Terms of reference and current membership for these subcommittees can be found on the BWT website. Subcommittees meet between three-five times per year.

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.

The role of local governance would be to support the implementation of the Trust Strategy around the four key areas of focus: STANDARDS, SAFEGUARDING, SEND and STAKEHOLDERS. Governors will provide an insight into the experience of young people, their parents/carers, staff and the community. They will provide stakeholder feedback to the Board through the newly created Stakeholder Engagement Advisory Group (SEAG)

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.

LGBs meet a minimum of three times per year..

5.6 Information Flow

The Trust Board meets regularly and as often as is necessary. The Board is provided with reports prepared by the Chair of each subcommittee at these meetings and on an as needs 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. Flows of information and decision making are co-ordinated by the central governance team and are embedded into the scheme of delegation, meeting cycles, and agenda planners.

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

All governance meeting material including meeting minutes and reports presented by the executive are hosted on a central platform for the Board of Directors to access. Any Board Director has the opportunity to attend any of the subcommittee meetings as an observer.

The Director of Education and Director of Primary will host Academy Improvement Boards (AIB) every term. 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, as the chair of governors will also be invited.

The Head of Governance will attend the LGB meetings to act as a conduit between all layers of governance and to facilitate discussion around any areas of concern.

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.

6. Delegation of Authority

Key delegations: Responsible (R), Accountable (A), Supporting (S), Consulted (C), Informed (I)

Key governance layers: Trust Board (TB), Audit and Risk Committee (ARC), Finance and Resources Committee (FRC), Education Standards Committee (ESC), Health, Safety & Wellbeing Committee (HSWC), Safeguarding Review Group (SRG), Remunerations Committee (REMCO), Chairs Forum (CF)

Key titles: Chief Executive Officer (CEO), Chief Financial Officer (CFO), Director of Education (DoE), Director of Primary (DoP), Chief Operations and Resources Officer (CORO), Head of Governance (HoG), Head of Safeguarding (HoS), Head of Estates & Sustainability (HoES), School Business Manager (SBM)

Function	Trust Strategy and Leadership
Executive with overall accountability	CEO
Subcommittee with oversight responsibility	Audit & Risk Committee
Internal group with oversight responsibility	Strategic Delivery Group <ul style="list-style-type: none"> Responsible as the internal decision-making body. Relevant recommendations from this group are referred to Board for approval. Responsible collectively for monitoring progress against strategic priorities. Responsible for review and monitoring of overall strategic risk register, identifying and implementing mitigations as necessary.
Delegated Authority	

Area of Responsibility	Board Delegates Authority?	CEO	Executive Leadership	Subcommittees of Board	Local Governing Bodies	Academy Principal
Setting the vision, values and strategic direction of the Trust	N – Accountable for setting vision, values and strategic direction for BWT	Responsible for embedding and implementing across BWT	Supporting embedding and implementation across BWT	Informed about and ensure executive alignment to	Informed about and ensure academy alignment to	Supporting embedding and implementation within academy
Approval of Trust strategy and priorities for the Trust each academic year	N – Approves the strategy and priorities each academic year	Responsible for development of strategy and priorities and is responsible for delivery against	Consulted on development of strategy and priorities and supports delivery of	Consulted on development of strategy and priorities and measures progress against	Informed about strategy priorities and informed about on progress against	Consulted on development of strategy and priorities and supports delivery of

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Area of Responsibility	Board Delegates Authority?	CEO	Executive Leadership	Subcommittees of Board	Local Governing Bodies	Academy Principal
Monitor the effectiveness of the Trust in delivering its objectives	Y – Monitors the effectiveness of the Trust in delivering its objectives	Responsible for the delivery of Trust-wide objectives	Supports the delivery of Trust-wide objectives	Delegated authority for monitoring the effectiveness of the Trust in delivering its objectives		
Determine the Trust's approach to growth	N – Approves the Trust's growth strategy and admission of new academies	Responsible for setting growth strategy including procedures (due diligence)	Supports development and delivery of growth strategy	Informed about strategy and measures progress against		
Engagement with all stakeholders (local – parents, staff, students, community; regional – local authorities, gov.t)	Y – Accountable for engagement with stakeholders to inform strategic decision-making	Responsible for ensuring that the views of all stakeholders are regularly canvassed and used to inform practice, responsible for developing and maintaining relationships at regional level	Supports development and maintenance of local and regional relationships at Trust and academy level	Informed about local and regional relationships at Trust and academy level	Supports development and maintenance of community and local relationships at academy level	Responsible for developing and maintaining community and local relationships at academy level
Risk management	Y – Accountable for monitoring the Trust-wide risk register and ensure that risk is being mitigated	Responsible for ensuring risks are appropriately identified and mitigated	Responsible for ensuring risks are appropriately identified and mitigated (All). CORO responsible for managing risk register and processes	Delegated responsibility for monitoring strategic risk register and contributes to process	Supports development and maintenance of the academy risk register	Responsible for ensuring risks are appropriately identified, mitigated and reported
Setting the vision and strategic direction and monitoring the performance of the Northamptonshire Teaching School Hub	Y	Responsible for supporting development of strategy and its overall delivery	Director of Education (DoE) is responsible for development of strategy and its overall delivery	Delegated authority for setting strategy and monitoring progress against strategic plan (<i>Strategic Delivery Group</i>)		
Leadership and management of the Trust and academies	Y	Delegated responsibility for day-to-day management of the Trust, ensuring adequately resourced to deliver core activity	Supports delivery of day-to-day management of the Trust, ensures own teams are adequately resourced to deliver functions	Delegated authority for holding executive team to account in delivery of core functions	Delegated authority for holding senior leadership team in own academy to account for delivery of core function	Delegated responsibility for day-to-day management of academy, ensuring adequately resourced to deliver core activity.

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Area of Responsibility	Board Delegates Authority?	CEO	Executive Leadership	Subcommittees of Board	Local Governing Bodies	Academy Principal
To determine the scope of central services to be delivered by BWT to and on behalf of the academy	Y	Delegated responsibility to develop scope and ensure strategies are in place to deliver services	Responsibility for delivery of central team services as per strategy (CEO, CFO, CORO)	Delegated authority for monitoring activities and effectiveness of central team services	Informed about central team services including impact and any changes to (Chairs Forum)	Work collaboratively with central team members in delivery of strategy at academy level
Setting the vision, values and strategic direction of each academy	Y	Consulted prior to approval	Consulted prior to approval	Informed about vision, values and strategic direction (Education Standards Committee)	Delegated authority for development of and holding senior leaders to account on delivery against	Responsibility for development of vision, values and strategic direction of academy and embedding through all activities
Setting the operational strategy for the Trust	Y	Delegated responsibility for development of and delivery against	Supports development of and delivery against	Delegated authority for monitoring the effectiveness of the Trust in delivering its operational strategy	Informed about operational strategy and informed about on progress against	Consulted on development of operational strategy and supports delivery of



Function	Governance and Compliance
Executive with overall accountability	CEO
Subcommittee with oversight responsibility	Audit and Risk Committee All other committees as per their terms of reference
Internal group with oversight responsibility	Strategic Delivery Group <ul style="list-style-type: none"> Responsible as the internal decision-making body. Relevant recommendations from this group are referred to Board for approval. Reviews executive proposals for strategic priorities prior to recommendation to the Board. Responsible for reviewing and monitoring of overall strategic risk register, identifying and implementing mitigations as necessary. Delegated responsibility for monitoring compliance of all schools across compliance area through internal compliance tracking system, addressing any areas of non-compliance with academies. Responsible for review and monitoring of internal audit reports across various service areas for the Trust, implementing appropriate action where required.
Delegated Authority	

Area of Responsibility	Board Delegates Authority?	CEO	Executive Leadership	Subcommittees of Board	Local Governing Bodies	Academy Principal
Articles of Association: review/amend	Reserved for members	Recommendations to Board				
Directors: appoint/remove	Reserved for members	Recommendations to Board				
Board Committee Chairs (including LGB Chair): appoint/remove	N – Chair of Board approves appointment/removal	Recommendations to Board				
Company Secretary: appoint/remove	N – Board approval					
Clerk to LGB: appoint/remove	Y				Delegated responsibility to appoint/remove	Recommendations to LGB

Governor Handbook: Essential Information

Area of Responsibility	Board Delegates Authority?	CEO	Executive Leadership	Subcommittees of Board	Local Governing Bodies	Academy Principal
Committee and LGB members: appoint/remove	Y	Committee members – recommendation to Committee Chair, supports with onboarding	Supports with recruitment and onboarding (HoG); recommendationsto Committee Chair	Chair has delegated responsibility for appointment/removal (inaccordance with policy)	Chair has delegated responsibility for appointment/removal (inaccordance with policy)	LGB members – recommendations to LGB Chair
Establishing and appointing Board Committees	N – Board approves governance structure	Recommendations to Board	Recommendations to Board (HoG)	Informed about governance structure changes	Informed about governance structure changes	Informed about governance structure changes
Approval of terms of reference for committees and best practice review groups	N – Board approves	Recommendations to Board	Recommendations to Board (HoG)	Recommendations to Board	Informed about governance structure changes	Informed about governance structure changes
Approval of scheme of delegation	N – Board approves annually	Recommendations to Board	Recommendations to Board (HoG, CORO, CFO)	Recommendations to Board	Informed about changes	Informed about changes
Maintenance of register of interests	Y		Delegated responsibility for ensuring register of interests is maintained (HoG)			
Approval of BWT policies	P – in accordance with the BWT Policy Review Schedule	Recommendations to subcommittees, responsibility to implement policies	Recommendations to subcommittees, supports implementation of policies (HoG co- ordinates)	Delegated authority to approve and monitor implementation of policies in accordance with BWT Policy Review Schedule	Informed about policy changes, delegated responsibility to monitor implementation	Recommendations to subcommittees, responsible for implementation at local level
Establishing controls framework including internal audit	Y	As Accounting Officer, provides assurances to ESFA	Responsible for development of internal audit programme and ensures reports are responded to (CORO, CFO)	Delegated authority to appoint, approve and monitor internal audit programme (Audit and Risk Committee)		Informed about issues within audit reports and ensuring these are addressed
Monitor compliance with statutory regulations (including data protection, safeguarding, admissions, health and safety, whistleblowing) and the Trust's policies	Y	Accountable for ensuring appropriate policies, systems and training in place across the Trust to ensure compliance.	Responsible for implementation of appropriate policies, systems and training in place to ensure compliance (CORO, HoS, HoG, HoES)	Delegated authority for monitoring Trust compliance, monitoring progress against priorities	Delegated authority for monitoring academy compliance, monitoring progress against priorities	Accountable and responsible for ensuring all aspects of academy's operation comply with relevant guidance and policies.

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Area of Responsibility	Board Delegates Authority?	CEO	Executive Leadership	Subcommittees of Board	Local Governing Bodies	Academy Principal
Ensure compliance with Articles of Association, Funding Agreements, Academy Trust Handbook and all other statutory requirements	Y	Responsible for ensuring appropriate policies, systems and training in place to ensure compliance	Responsible for implementation of appropriate policies, systems and training in place to ensure compliance	Delegated authority for monitoring Trust compliance, monitoring progress against priorities (Audit and Risk Committee)		Responsible for ensuring all aspects of academy's operation comply with relevant guidance and policies
Ensuring quality, accurate, timely and transparent reporting to Board and subcommittees	Y	Responsible for ensuring this is in place across the executive for all committees; ensuring appropriate reporting systems are in place	Responsible for delivery of reports to committees; supports with ensuring appropriate reporting systems are in place	Responsible for holding executive to account based on reports and providing feedback on reporting	Responsible for holding senior leadership to account based on reports and providing feedback on reporting	Responsible for delivery of reports to LGB and committees, where requested; responsible for ensuring appropriate reporting systems are in place at academy level
Reviewing effectiveness of governance structure	N – Board oversees	Responsible for ensuring adequate training arrangements and governance support are in place	Supports delivery of training for committees and LGBs (DoE, DoP, HoG); provides governance support to Board and committees (HoG)	Responsible for conducting self-evaluation of effectiveness annually and complying with code of conduct	Responsible for conducting self-evaluation of effectiveness annually and complying with code of conduct	Supports delivery of training for committees and LGBs, consulted on effectiveness
Admissions and Exclusions						
Approval of admissions policy	N – Board approves	Recommendations to Board	Recommendations to Board		Recommendations to Board	Recommendations to Board
Approval of admissions and exclusions decisions	Y	Responsible for ensuring appropriate policies, systems and training in place	Responsible for ensuring that there is regular training in the implementation of statutory policies relating to admissions and exclusions, commissioning of independent panels, maintaining admissions calendar and support for schools	Informed about academy admission numbers on an annual basis with a view to ongoing growth where appropriate (Strategic Delivery Group)	Delegated authority to LGB (Exclusions Committee) to review suspensions and exclusions decisions	Recommendations to LGB
Fair Access Protocol arrangements	Y				Informed about decisions made with regards to fair access arrangements	Delegated authority to act on behalf of the LGB in fair access Arrangements

Governor Handbook: Essential Information

Area of Responsibility	Board Delegates Authority?	CEO	Executive Leadership	Subcommittees of Board	Local Governing Bodies	Academy Principal
Safeguarding						
Ensure safeguarding policy and associated procedures are in place, ensuring it complies with relevant legislation	N – Board approves	Accountable for ensuring appropriate policies, systems and training in place, Head of Safeguarding (HoS) responsible. Accountable for provision across the Trust	Responsible for implementation of appropriate policies, systems and training in place to ensure compliance, supported by Head of Safeguarding (HoS)	Delegated authority for monitoring Trust compliance, monitoring progress against priorities, monitoring effectiveness of policies (Safeguarding Review Group)	Delegated authority for monitoring academy	Responsible for ensuring all aspects of academy's safeguarding operation comply with relevant guidance and policies, adapted and resourced to local setting. Accountable for provision with academy
Appointment of a lead Trustee for safeguarding	P – Board appoints lead Trustee, LGB appoints safeguarding link governor	Recommendations to Board	Responsible for providing guidance, training and support for link trustee and governor (HoS)	Recommendations to Board	Delegated authority for appointment of safeguarding link governor to monitor academy effectiveness	Recommendations to LGB
Monitoring the impact of Trust wide safeguarding activity	Y	Supports monitoring impact of Trust safeguarding activity	Responsible for monitoring impact of Trust safeguarding activity (HoS)	Delegated responsibility for monitoring impact of Trust safeguarding activity (Safeguarding Review Group)	Delegated responsibility for monitoring impact of academy safeguarding activity	Supports monitoring impact of academy safeguarding activity
Other						
Approval of the Data Protection policy, ensuring it complies with relevant legislation, and monitor data protection activities	Y	Responsible for ensuring appropriate policies, systems and training in place	Responsible for implementation of appropriate policies, systems and training in place to ensure compliance, (CORO supported by Data Protection Officer)	Delegated responsibility for policy approval and monitoring impact of data protection activities (Audit and Risk Committee)	Delegated responsibility for monitoring academy compliance, monitoring progress against priorities	Responsible for ensuring all aspects of academy's safeguarding operation comply with relevant guidance and policies
Approval of the Trust-wide H&S policy, ensuring it complies with relevant legislation, and monitor H&S activities	N – Board approves policy Y – delegates monitoring	Responsible for ensuring appropriate policies, systems and training in place, H&S Adviser responsible, CEO accountable	Responsible for implementation of appropriate policies, systems and training in place to ensure compliance, (CORO supported by HoES)	Delegated authority for monitoring Trust compliance, monitoring progress against priorities, monitoring effectiveness of policies (HSW Committee)	Delegated authority for monitoring academy compliance, monitoring progress against priorities, monitoring effectiveness of policies	Responsible for ensuring all aspects of academy's H&S operation comply with relevant guidance and policies, adapted and resourced to local setting

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Area of Responsibility	Board Delegates Authority?	CEO	Executive Leadership	Subcommittees of Board	Local Governing Bodies	Academy Principal
Appointment of a lead director for H&S	P – Board appoints lead Trustee, LGB appoints H&S link governor	Recommendations to Board	Responsible for providing guidance, training and support for link trustee and governor (CORO supported by HoES)	Recommendations to Board	Delegated authority for appointment of H&S link governor to monitor academy effectiveness	Recommendations to LGB
Approval of equalities policy, ensuring it complies with relevant legislation, and monitor activities	N – Board approves policy Y – delegates monitoring	Responsible for ensuring appropriate policies, systems and training in place	Responsible for implementation of appropriate policies, systems and training in place to ensure compliance	Delegated responsibility for monitoring impact of Trust equality activity (Strategic Delivery Group)	Delegated responsibility for monitoring impact of academy equality activity	Responsible for ensuring all aspects of academy's safeguarding operation comply with relevant guidance and policies
Ensure complaints policy is in place, ensuring it complies with relevant legislation	N – Board approves policy Y – delegates monitoring	Responsible for ensuring appropriate policies, systems and training in place	Responsible for review and implementation of appropriate policies, systems and training in place to ensure compliance (HoG supported by DoE, DoP), CFO and CORO)	Delegated responsibility for approval of policy and procedures, monitors implementation and overall effectiveness (Strategic Delivery Group)		Consulted on policy and procedures, responsible for ensuring compliance with guidance and policies

Function	Education Strategy and Standards
Executives with overall accountability	CEO Director of Education (DoE) Director of Primary (DoP)
Subcommittee with oversight responsibility	Education Standards Committee Safeguarding Review Group
Internal group with oversight responsibility	Strategic Delivery Group <ul style="list-style-type: none"> Responsible as the internal decision-making body. Relevant recommendations from this group are referred to Board for approval. Reviews school improvement strategies and outcomes to assess and allocate resource to support effectiveness of Trust operations. To consider and approve any additional resource requirements or agreed change to education strategy within the year.
Delegated Authority	

Area of Responsibility	Board Delegates Authority?	CEO	Executive Leadership	Subcommittees of Board	Local Governing Bodies	Academy Principal
Approval of strategic educational priorities for the Trust	N – holds to account	Responsible for development of Trust educational strategy and priorities and is responsible for delivery against	Supports the development of Trust and academy educational strategy and priorities (DoE and DoP)	Consulted on development of strategy and priorities (Education Standards Committee)	Contributes to development of academy strategy and priorities	Responsible for development of academy educational strategy and priorities and is responsible for delivery against
Monitoring academy targets for student achievement, progress and attendance	Y	Responsible for reporting on progress against Trust targets	Responsible for reporting on progress against Trust targets (DoE and DoP)	Delegated responsibility for monitoring effectiveness of Trust in delivering against targets (Education Standards Committee)	Delegated responsibility for monitoring effectiveness of academy in delivering against targets; conduct link visits for first hand assurance	Responsible for reporting on progress against academy targets
Approval of the school improvement plan (SIP), including any mid-year adjustments (in line with Trust priorities)	Y	Delegated responsibility for delivery of Trust improvement plan	Delegated authority for DoE and DoP to quality assure and approve SIP and SEF, supports delivery of Trust improvement plan	Informed about SIP and monitors overall Trust progress (Education Standards Committee)	Delegated authority for supporting development of SIP and monitoring progress against	Responsible for developing SIP in line with SEF and Trust priorities



Area of Responsibility	Board Delegates Authority?	CEO	Executive Leadership	Subcommittees of Board	Local Governing Bodies	Academy Principal
Setting Trust approach to curriculum (broad, balanced, knowledge rich and accessible) and assessment, with regard to statutory requirements	Y	Responsible for approval of appropriate curriculum in accordance with statutory requirements and Trust vision	Responsible for overseeing delivery of effective curriculum plans and monitor effectiveness (DoE and DoP)	Delegated responsibility for monitoring effectiveness of curriculum plans across the Trust (Education Standards Committee)	Delegated responsibility for monitoring effectiveness of curriculum plans within the academy. Appointing link governors for pupil premium, and sports premium (p)	Responsible for developing and delivering curriculum plans according to local academy context Appointment of leads for pupil premium and sports premium (p)
Delivering Early Years Foundation Stage (EYFS), in line with statutory requirements	Y	Responsible for ensuring appropriate policies, systems and training in place	Responsible for implementation of appropriate policies, systems and training in place to ensure compliance (DoP)	Delegated responsibility for policy approval and monitoring impact of activities (Education Standards Committee)	Delegated responsibility for monitoring academy compliance, monitoring progress against priorities	Responsible for implementing the relevant guidance and policies
Developing curriculum policies as required by school(s) (religious education, sex & relationships education, collective worship)	Y	Responsible for ensuring appropriate policies, systems and training in place	Responsible for implementation of appropriate policies, systems and training in place to ensure compliance (DoE and DoP)	Delegated responsibility for policy approval and monitoring impact of activities (Education Standards Committee)	Delegated responsibility for monitoring academy compliance, monitoring progress against priorities	Responsible for implementing the relevant guidance and policies
Delivering careers guidance, with regards to statutory requirements	Y	Responsible for ensuring appropriate policies, systems and training in place	Responsible for implementation of appropriate policies, systems and training in place to ensure compliance (DoE and DoP)	Delegated responsibility for policy approval and monitoring impact of activities (Education Standards Committee)	Delegated responsibility for monitoring academy compliance, monitoring progress against priorities Appointing link governor for careers (sec)	Responsible for implementing the relevant guidance and policies. Appointment of lead for careers
Ensuring compliance with SEND Code of Practice	Y	Responsible for ensuring appropriate policies, systems and training in place	Responsible for implementation of appropriate policies, systems and training in place to ensure compliance (DoE and DoP)	Delegated responsibility for policy approval and monitoring impact of activities (Education Standards Committee)	Delegated responsibility for monitoring academy compliance, monitoring progress against priorities Appointing link governor for SEND	Responsible for implementing the relevant guidance and policies Appointment of lead for SEND

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Area of Responsibility	Board Delegates Authority?	CEO	Executive Leadership	Subcommittees of Board	Local Governing Bodies	Academy Principal
Approves term dates	Y	Responsible for approval	Responsible for recommending term dates (DoE and DoP)			Recommendations to DoE and DoP
Approves length/organisation of the school day	Y	Responsible for approval			Consulted on length/organisation of school day	Recommendations to CEO
Inspections/engagement with external partners/official stakeholders – attendance at and response to	Y	Delegated responsibility to act and/or nominate a Governance representative (Executive Leadership and/or the subcommittee of the board) on behalf of the Trust during inspections or QA reviews. Monitors external and QA views and ensures that action is taken to improve performance where difficulties are cited	Delegated responsibility to act as Governance representative on behalf of the Trust during inspections or QA reviews (DoE and DoP) Monitors external views and ensures that action is taken to improve performance where difficulties are cited	Informed about inspection reports or QA reviews and delegated responsibility to monitor actions taken to improve performance where difficulties are cited and to act as Governance representative on behalf of the Trust during inspections or QA reviews	Supports any external or QA reviews (e.g. by Ofsted) by contributing a local governance perspective	Responsible for ensuring that sufficient attention is given to the views of Ofsted and others in determining the academy's objectives

Function	People
Executive with overall accountability	CORO
Subcommittee with oversight responsibility	Remunerations Committee (terms and conditions; pay; performance management) Finance and Resources (staffing structure; recruitment and retention; HR policies)
Internal group with oversight responsibility	Strategic Delivery Group <ul style="list-style-type: none"> Responsible as the internal decision-making body. Relevant recommendations from this group are referred to Board for approval. To receive and consider proposals for adjustments to staff terms and conditions, significant staff restructures and other relevant statutory HR policies prior to recommendation to the Board. To review strategic risks in relation to staffing and HR and implement relevant mitigations. To review staff wellbeing and morale across the Trust To periodically review and monitor progress of the Trust's HR strategy and recruitment and retention strategy
Delegated Authority	

Area of Responsibility	Board Delegates Authority?	CEO	Executive Leadership	Subcommittees of Board	Local Governing Bodies	Academy Principal
Approving terms and conditions of employment for all staff	Y	Recommendations to REMCO	Recommendations to REMCO (CFO & CORO)	Delegated authority for approval (REMCO)		Consulted on terms and conditions
Approving of pay policy, including pay scales and pay awards for all staff	Y	Responsible for ensuring appropriate policies, systems and training in place; recommendations to REMCO	Responsible for review and implementation of policies, systems and training in place to ensure compliance; recommendations to REMCO (CORO, supported DoE and DoP, CFO))	Delegated authority for approval (REMCO)		Informed on pay policy and responsible for compliance with

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Area of Responsibility	Board Delegates Authority?	CEO	Executive Leadership	Subcommittees of Board	Local Governing Bodies	Academy Principal
Setting HR policies, as per BWT Policy Framework, including appraisal, pay, disciplinary, grievance, capability and safer recruitment	Y	Responsible for ensuring appropriate policies, systems and training in place	Responsible for review and implementation of appropriate policies, systems and training in place to ensure compliance (CORO, supported by DoE and DoP, CFO)	Delegated responsibility for policy approval and monitoring impact of activities (Strategic Delivery Group)	Delegated responsibility to form a pay, disciplinary, grievance or other panel in accordance with policy	Responsible for ensuring all aspects of academy's operation comply with relevant HR guidance and policies
Appointment and performance management of CEO and CFO	N – Board appoints		Involved in process	Involved in process		
Determine CEO and senior executives remuneration in line with national guidance	Y	Recommendations for CORO, CFO, DoE and DoP		Delegated authority for approval (REMCO)		
Appointment and performance management of Executive Team	Y	Responsible for appointment and performance management of Executive Team and Principals, consults with Board	Involved in process	Involved in process		
Appointment and performance management of Senior Leaders	Y	Consulted and right of veto for Deputy/Vice/Assistant Principal posts	Delegated responsibility for approval of appointment for Deputy/Vice/Assistant Principal posts (DoE and DoP); delegated responsibility for performance management of Principals	Informed about new appointments	Involved in process, informed about new appointments	Involved in process, informed about new appointments; delegated responsibility for performance management of senior team
Appointment and performance management of central team	Y	Responsible for appointment and performance management of direct reports within central team	Responsible for appointment and performance management of direct reports within central team (CEO, CFO (finance team), CORO (other CT services to schools))			

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Area of Responsibility	Board Delegates Authority?	CEO	Executive Leadership	Subcommittees of Board	Local Governing Bodies	Academy Principal
Appointment of other school staff	Y		Delegated responsibility to appoint staff within own teams Delegated responsibility for approval of staffing structures (DoE and DoP)		Involved in process, informed about new appointments	Responsible for appointing staff within own teams subject to approved staffing structures
Approval of staffing models (central team and academy)	Y	Delegated responsibility to approve	Makes recommendations to CEO (DoE and DoP , CFO , CORO)			Makes recommendation to executive team
Approval to recruit	Y		Delegated authority to approve in line with approved staffing models DoE and DoP and CORO after discussion with CFO			Submits request for approval to executive team
Appointment outside of pay range or discretionary allowances	Y	Delegated responsibility to approve and report to REMCO	Makes recommendationsto CEO (CFO , CORO , DoE and DoP)	Receive reports of extraordinary payments (REMCO)		
Objective setting and performance management	Y	Responsible for ensuring appropriate policies, systems and training in place; leads process for direct reports	Responsible for review and implementation of appropriate policies, systems and training in place to ensure compliance (CORO) Delegated responsibility for leading process for Academy Principals and own teams			Delegated responsibility for leading process for own team, in line with policies and procedures

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Area of Responsibility	Board Delegates Authority?	CEO	Executive Leadership	Subcommittees of Board	Local Governing Bodies	Academy Principal
Approval of job evaluation policy and procedures	Y	Responsible for ensuring appropriate policies, systems and training in place	Responsible for review and implementation of appropriate policies, systems and training in place to ensure compliance(CORO, supported by DoE and DoP), CFO))	Delegated responsibility for approval of policy and procedures, monitors implementation and overall effectiveness (Strategic Delivery Group)		Consulted on policy and procedures, responsible for ensuring compliance with guidance and policies
Evaluation of jobs and grades	Y		Responsible for oversight and cross-organisational grading (CORO)			Submits information for evaluation
Signing employment contracts	Y (except Chair for CEO, CORO, and CFO contract)	Responsible for signing for Executive Team and Principals	Responsible for signing for Central Team (CORO, DoE and DoP, CFO)			Responsible for signing for school-based staff
Approval of formal restructure plans	Y	Responsible for approval	Makes recommendations to CEO			Makes recommendations to CEO
Suspension	Y (except CEO, CORO and CFO)	Responsible for approval for Executive Team and Principals	Responsible for own teams	Informed as appropriate	Informed as appropriate	Responsible for own teams
Dismissal	Y (except CEO, CORO and CFO)	Responsible for approval for Executive Team and Principals	Responsible for own teams	Informed as appropriate	Informed as appropriate	Responsible for own teams
Liaison with unions	Y	Delegated responsibility for leading on negotiations, consultations and collective bargaining	Supports with union relationships (HR Manager)			Supports through adhering to Trade Union Recognition Agreement

Function	Financial Strategy
Executive with overall accountability	Chief Finance Officer
Subcommittee with oversight responsibility	Finance and Resources Committee
Internal group with oversight responsibility	Strategic Delivery Group <ul style="list-style-type: none"> Responsible as the internal decision-making body. Relevant recommendations from this group are referred to Board for approval. To review strategic risks in relation to finance and operations and implement relevant mitigations. To review and consider projects or proposed significant variations to budget, in accordance with the scheme of delegation and for Board approval.
Delegated Authority	

Area of Responsibility	Board Delegates Authority?	CEO	Executive Leadership	Subcommittees of Board	Local Governing Bodies	Academy-level (appropriate staff)
Accounting and Financial Governance						
Appointment of external auditor	Reserved for members	Involved in process	Involved in process (CORO & CFO)	Involved in process, recommends terms of engagement, oversees relationship (Audit and Risk Committee)		
Appointment of Accounting Officer	N – Board approves	Appointed as Accounting Officer, responsible for fulfilling duties as set out by ESFA				
Receive and sign off the annual statutory accounts and report	N – Board approves Members receive	Consulted during account preparation before approval Responsible for preparation of annual report	Responsible for preparation of accounts (CFO) Development and recommendation of annual report content (CORO/CFO)	Responsible for overview and scrutiny of accounts and report (Audit and Risk Committee, Finance and Resources Committee)		



Area of Responsibility	Board Delegates Authority?	CEO	Executive Leadership	Subcommittees of Board	Local Governing Bodies	Academy Principal
Appointment of internal auditors	Y	As Accounting Officer, provides assurances to ESFA	Responsible for development of internal audit programme and ensures reports are responded to (CORO supported by CFO)	Delegated authority to appoint, approve and monitor internal audit programme (Audit and Risk Committee)		Informed about issues within audit reports and ensuring these are addressed (Principal , SBM , FBP)
Approval of financial scheme of delegation	N – Board approves	Consulted prior to approval	Responsible for development, update, and implementation of (CORO & CFO)	Responsible for overview and adherence to (Finance and Resources Committee)		
Approval of financial policies and procedures	P – in accordance with the BWT Policy Review Schedule	Recommendations to subcommittees, responsibility to implement policies	Recommendations to subcommittees, supports implementation of policies (CFO)	Delegated authority to approve and monitor implementation of policies in accordance with BWT Policy Review Schedule (Finance and Resources Committee)	Informed about policy changes, delegated responsibility to monitor implementation	Responsible for ensuring all aspects of academy's financial operation comply with relevant guidance and policies (Principal , Finance Officer , SBM)
Setting financial strategy	Y	Consulted prior to approval	Delegated responsibility for development of and delivery against (CFO)	Delegated authority for approval, monitoring the effectiveness of the Trust in delivering its financial strategy	Informed about financial strategy and informed about on progress against	Informed about financial strategy, informed about on progress against and supports delivery against
Budget-setting						
Approval of the Trust-wide funding model (incl. GAG pooling of reserves)	N – Board approves	Consulted prior to approval	Responsible for development, update and implementation of (CORO & CFO)	Responsible for overview and scrutiny of (Finance and Resources Committee)		
Preparation and approval of the annual budget for BWT	N – Board approves	Consulted prior to approval	Responsible for preparation of annual budget (CORO & CFO)	Responsible for overview and scrutiny of annual budget (Finance and Resources Committee)		Supports preparation of academy level budget (Principal , SBM , FBP)

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Area of Responsibility	Board Delegates Authority?	CEO	Executive Leadership	Subcommittees of Board	Local Governing Bodies	Academy Principal
Management of school improvement fund (AKA Secondary and Primary Funds)	Y	Informed about expenditure and impact	Delegated responsibility for management of school improvement fund (DoE & DoP)	Responsible for overview and scrutiny of (Finance and Resources Committee)		
Financial Management and Budgetary Control						
Receipt and review of BWT management accounts	N		Responsible for review of academy management accounts and preparation of summary report to Board (CFO)	Responsible for overview and scrutiny of (Finance and Resources Committee)		Accountable for local academy financial position (Principal, SBM, FBP)
Approves any extraordinary financial decisions which are outside the scope of the agreed budget in line with the financial scheme of delegation	Y	Consulted prior to approval	Delegated authority for approval of in year budget requests (CORO & CFO)	Informed about any changes to budget (Finance and Resources Committee)		Responsible for preparing business case requesting change (Principal, SBM, FBP)
Monitor income and expenditure of the Trust and operational performance and prepare monitoring reports	Y		Responsible for monitoring financial performance and preparing monitoring reports (CFO)	Responsible for overview and scrutiny of (Finance and Resources Committee)		Responsible for oversight at academy level, supports CFO (FBP)
Raising invoices to collect income	Y		Responsible for overseeing activities within central finance function (CFO)			Responsible for related activities (FSOM)
Funding						
Monitor monthly education grant income, ensuring it is in accordance with the ESFA's funding notification and investigate any variances	Y		Responsible for monitoring income and investigating variances (CFO)	Informed about any changes to income and follow up activities (Finance and Resources Committee)		Responsible for oversight at academy level, supports CFO (FBP)

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Area of Responsibility	Board Delegates Authority?	CEO	Executive Leadership	Subcommittees of Board	Local Governing Bodies	Academy Principal
Monitor the impact of specific government grants across the Trust (i.e. pupil premium, sports premium)	Y	Supports monitoring Trust performance and preparing monitoring reports	Responsible for monitoring Trust performance and preparing monitoring reports (CORO, CFO, DoE & DoP)	Responsible for overview and scrutiny of (Finance and Resources Committee, Education Standards Committee)	Delegated responsibility for monitoring impact at academy level	Responsible for oversight at academy level (Principal, FBP, SBM)
Purchasing and procurement <ol style="list-style-type: none"> If a contract is for the delivery of goods and services over a period of time (e.g. 3 years in the case of a photocopier lease) then the contract value is for the whole life of the contract as this is the value that is being committed. All Contracts must be raised in the name of Brooke Weston Trust and not an individual Academy. All contracts must be signed by the approver given in the quotes and tenders above. In the absence of the Accounting Officer/CEO, this may be delegated to the CORO supported by the CFO in their absence to sign 						
Approves procurement policy and related compliance procedures, inc. vfm	Y	Responsible for ensuring appropriate policies, systems and training in place	Responsible for review and implementation of appropriate policies, systems and training in place to ensure compliance (CORO supported by CFO)	Delegated responsibility for approval of policy and procedures, monitors implementation and overall effectiveness (Finance and Resources Committee)		Consulted on policy and procedures, responsible for ensuring compliance with guidance and policies (Principal, support by Finance Officer, SBM)
Oversee, support and facilitate the use of appropriate procurement frameworks and ensure compliance with procurement regulations	Y	Responsible for ensuring procurement policies and EU rules are adhered to	Supports implementation of procurement policy, providing appropriate training and support (CORO)	Responsible for overview and scrutiny of (Finance and Resources Committee)		Responsible for ensuring compliance with guidance and policies at academy level (Principal, support by Finance Officer, SBM)
Purchase £0-£5,000 (see procurement policy for method)	Y					Delegated authority to approve purchase (Budget holder)
Purchase £5,001-£50,000 (see procurement policy for method)	Y		Delegated authority to approve purchase (CFO)			Submits request to approve purchase (Budget holder)
Purchase £50,001-£250,000 (see procurement policy for method)	Y	Delegated authority to approve purchase	Submits request to approve purchase (CORO after CFO)			Submits request to approve purchase (Budget holder)

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Area of Responsibility	Board Delegates Authority?	CEO	Executive Leadership	Subcommittees of Board	Local Governing Bodies	Academy-level (appropriate staff)
Purchase £250,001-£750,000 (see procurement policy for method)	Y	Submits request to approve purchase	Submits request to approve purchase (CORO, after CFO)	Delegated authority to approve purchase		Submits request to approve purchase (Budget holder)
Purchase £750,001+	N – Board approves	Submits request to approve purchase	Submits request to approve purchase (CORO after CFO)	Submits request to approve purchase		Submits request to approve purchase (Budget holder)
Authority to accept other than lowest quotation or tender or waiver of other financial regulations in respect of purchasing	Y	Delegated authority to approve, reports to Finance and Resources Committee	Delegated authority to approve, reports to Finance and Resources Committee	Responsible for overview and scrutiny of (Finance and Resources Committee)		
Maintain contracts register	Y		Responsible for ensuring contracts registers are maintained for each academy and central team (CORO)			Responsible for maintaining contracts register at academy
Banking authority and cash management						
Open a bank account and approve signatories	Y	Approved signatory	Approved signatory (CFO)			
Maintaining records of account and reviewing monthly bank reconciliations	Y		Responsible for maintaining and reviewing (CFO)			
Signatories for cheques, BACS payment authorisations and other bank transfers – two signatures (+£50k requires CEO and CFO signature)	Y	Approved signatory	Approved signatory (CFO, CORO)			

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Area of Responsibility	Board Delegates Authority?	CEO	Executive Leadership	Subcommittees of Board	Local Governing Bodies	Academy-level (appropriate staff)
Signatories for ESFA grant claims and ESFA returns – two signatures	Y	Approved signatory	Approved signatory (CFO, CORO)			
Approval of investment policy and strategy	Y		Responsible for development of strategy and is responsible for delivery against (CORO & CFO)	Delegated responsibility for approval of policy and effectiveness of investment strategy (Finance and Resources Committee)		
Staffing and Payroll						
Authorisation of payroll	Y	Authorises permanent changes to the Trust's establishment	Delegated authority to approve expenses (CFO or CORO)			Responsible for running and checking monthly payroll (Payroll Business Partner)
Approval of staff expenses policy	Y	Consulted prior to approval	Responsible for review and implementation of appropriate policies, systems and training in place to ensure compliance (CORO supported by CFO)	Delegated responsibility for approval of policy and procedures, monitors implementation and overall effectiveness (Finance and Resources Committee)		
Approve Director, subcommittee member and CEO & SDG expenses	Y		Delegated authority to approve expenses (CFO)			
Approve CFO and central team expenses	Y		Delegated authority to approve expenses (CORO, CFO(Finance))			
Approve Principal's expenses	Y		Delegated authority to approve expenses (DoE and DoP)			

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Area of Responsibility	Board Delegates Authority?	CEO	Executive Leadership	Subcommittees of Board	Local Governing Bodies	Academy-level (appropriate staff)
Approve local academy staff and governor expenses	Y					Delegated authority to approve expenses (Principal)
Staff severance payments: <u>contractual</u> Up to £25k	Y		Delegated authority to approve (CFO and CORO)			
Staff severance payments: <u>contractual</u> Above £25k	Y	Delegated authority to approve	Submits request to approve purchase (CFO and CORO)			
Staff severance payments: <u>non contractual/non-statutory</u> Up to £50k	N	Submits request to approve purchase	Submits request to approve purchase (CFO and CORO)			
Staff severance payments: <u>non contractual/non-statutory</u> Above £50k	N – Board and ESFA to authorise	Submits request to approve purchase	Submits request to approve purchase (CFO and CORO)			
Fixed Assets						
Security of assets	Y	Responsible for ensuring independent checks of assets and asset register and that security arrangements are in place	Responsible for ensuring proper security is maintained for all buildings and assets (Head of Estates & Sustainability)			Responsible for ensuring security arrangements are adhered to in academy and that register of assets is maintained
Disposal of Assets (except in the case of freehold on land/buildings which is subject to ESFA approval) Up to £100k	Y			Delegated authority to approve (Finance and Resources Committee)		

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Area of Responsibility	Board Delegates Authority?	CEO	Executive Leadership	Subcommittees of Board	Local Governing Bodies	Academy-level (appropriate staff)
Disposal of Assets (except in the case of freehold on land/buildings which is subject to ESFA approval) Above £100k	N – Board <u>and</u> ESFA to authorise					
Purchase or sale of any freehold property	N – Board <u>and</u> ESFA to authorise					
Granting or take up of any leasehold or tenancy agreement exceeding three years	N – Board <u>and</u> ESFA to authorise					
Liabilities and Write-Offs						
Write-off of bad debts <i>Up to 1% of total annual income or £45,000 (whichever is smaller) per single transaction</i>	Y	Delegated authority to approve (with CFO)	Delegated authority to approve (CFO with CEO)			
Write-off of bad debts <i>Up to 1% of total annual income or £45,000 (whichever is smaller) per single transaction</i>	N – Board <u>and</u> ESFA to authorize					
Other						
Entering into guarantees, letters of comfort or indemnities <i>Up to 1% of total annual income or £45,000 (whichever is smaller) per single transaction¹</i>	N – Board approval					

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Area of Responsibility	Board Delegates Authority?	CEO	Executive Leadership	Subcommittees of Board	Local Governing Bodies	Academy-level (appropriate staff)
Entering into guarantees, letters of comfort or indemnities <i>Amount over 1% of total annual income or £45,000 (whichever is smaller) per single transaction</i>	N – ESFA approval					
Ensuring adequate insurance arrangements are in place	Y		Responsible for maintaining insurance arrangements that are compliant with ESFA (CORO)			

¹ A guarantee, letters of comfort or indemnity is a written document that provides a level of assurance to the receiver that an obligation will ultimately be met.

7. BWT Governance Structure

BWT Governance Structure

