



# Governance Framework and Scheme of Delegation

The purpose of this document is to clarify where responsibility and accountability sits for key functional areas within Bronte Academy Trust. In line with our values, particularly that of transparency, it is vital that a clear scheme of delegation defines lines of responsibility and accountability for decision making.



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Approved by	Date Agreed	Next Review
BAT Trust Board	30.11.2021	Term 1 2022
BAT Trust Board	10.10.2022	Term 1 2023
BAT Trust Board	12.09.2023	Term 1 2024
BAT Trust Board	16.07.2023	Term 1 2025

# INTRODUCTION

The Board of Bronte Academy Trust is accountable in law for all decisions about the Trust and its schools. It is vital to ensure there are systems in place so that the Board is assured of the high quality of education as well as the safety and good practice of activity within the Trust. However, this does not mean that the Board is required to undertake all tasks or make all decisions itself. The Governance Framework and Scheme of Delegation outlines delegated responsibilities for the key governance tiers within Bronte Academy Trust. It sits alongside but does not seek to replicate information contained in other key documents such as the Articles of Association, Scheme of Financial Delegation or Policy Schedules.

The intention of this document is to:

- Set out delegations for specific areas of activity or decision making in a clear, usable format
- Provide clarity, consistency and avoid duplication or overlap in governance;
- Seek to place governance decision making as close as possible to the point of impact.

Bronte Academy Trust's approach to governance allows it to adapt to the different needs of the schools. There may be circumstances when the Board will need to intervene and choose to withdraw specific delegated authorities, although these are expected to be the exception, rather than the rule. Possible examples where this may be required include, but are not limited to, significant concerns within a school which may relate to safeguarding finance, educational performance, or an adverse Ofsted inspection.

**Note:** This document does not lay out every legal responsibilities of the Trust or every activity in the remit of individual stakeholders; rather it is concerned with the core activities that are carried out within each area of operational delivery and how they are coordinated between the various decision makers.

The overriding legal assumption that sits behind this Scheme of Delegation is that all Bronte Academy Trust schools are governed by one Trust and a single Board of Trustees. The Board of Trustees is the legally accountable body but may delegate many of its functions [for example to a Local Governance Committee or an Executive Team]. The Bronte Board remains accountable for these functions.

This Scheme of Delegation does not dictate when responsibilities may be further delegated within sets of stakeholders – for example the AGC may be engaged on a range of other aspects not explicitly referenced here.

This overarching Scheme of Delegation for all decision making in the Trust should not be confused with the written scheme of delegation of financial powers referred to in the Academy Trust Handbook.

# VISION MISSION AND VALUES

This document is underpinned by our core educational, vision, mission and values

## Who we are

Brontë Academy Trust was established in 2016, uniting three highly regarded primary schools from the Worth Valley: Oakworth, Lees, and Haworth Primary. By bringing these schools together, the Trust fostered collaboration and mutual support, facilitating the sharing of resources, administrative tasks, specialised skills, and the very best teaching practices.

Since its inception, the Trust has embarked on a journey of continuous growth and improvement. In October 2019, Oldfield Primary, a longstanding neighbour of the founding schools, joined, further enriching the Brontë Academy Trust community.

Over the past eight years, the Trust has delivered exceptional learning opportunities while remaining steadfast in our commitment to our values: prioritising the needs of our pupils, fostering collaboration, and making a positive impact on the lives of the children and families within our communities, both now and in the future.

## Our Mission

‘To create a community of great schools, where every child gets the best start in life and the opportunity to thrive.’

## Our Vision



**GREAT SCHOOLS**



**INSPIRATIONAL PEOPLE**



**STRONG FOUNDATIONS**

## Our Values



‘We put  
‘We act with integrity’



pupils first’  
‘We make a difference’



‘We learn



together’

## GOVERNANCE MODEL

Bronte Academy Trust is an education charity that runs schools as well as a company and is therefore subject to both charity law and company law. Bronte is a company limited by guarantee, which means that it does not have share capital or shareholders, but instead has members who act as guarantors.

Although Bronte is a charity, it is exempt from registration with the Charity Commission as it is regulated by the Education and Skills Funding Agency [ESFA]. This means it does not have a charity number, but it must comply with charity law and operates in all other respects as any other charity. As a company, it is also subject to the regulator for companies called Companies House. The company number for Bronte Academy Trust is 10201636.

Bronte has set up a governance model that ensures clear and non-duplicative roles and responsibilities within the overall governance structure. There is clear separation between Members and Trustees, and Executive and Non Executive. The Executive Team facilitates communication between levels of governance.

Details of Trust Members, Trustees and Senior Staff, including Business Interests and Attendance at Meetings, can be found on the Trust website.

The structure of governance at Bronte follows the hierarchy below:

### MEMBERS

The **Members** are essential to the integrity of an academy trust governance structure, holding the Trust Board to account for the effective governance of the Trust.

### TRUSTEES

The **Trust Board** is the non-executive body accountable for all aspects of the conduct and performance of the schools across the Trust. It is responsible for the strategic priorities of the organisation.

### CHIEF EXECUTIVE OFFICER

The **Chief Executive Officer** (CEO) is directly accountable to the Trust Board and the Department for Education for standards and performance across the Trust.

### HEADTEACHER

is operational at a local level, with strategic authority within the school context.

### ACADEMY GOVERNANCE COMMITTEE

provide a crucial monitoring, scrutiny and support role at a local level and have some delegated responsibilities.

**Members:** the guardians of the constitution [Articles of Association] who ensure the charitable objects are fulfilled. As outlined in the Department for Education's Governance Handbook, members have a strategic 'eyes on, hands off' role. The Academy Trust Handbook and the Trust's Articles of Association, together with relevant legislation, contain key information on Members. Members have specific roles which can include amending the articles of association, appointing or removing Members of the Trust Board, appointing the Trust auditors and receiving the audited annual accounts, and the power to change the Trust's name, and ultimately, wind it up.

**Trustees:** [also known as Directors under Company Law]: accountable to the Members, Secretary of State for Education, and the wider community for the quality of the education provided to pupils and students and for the appropriate expenditure of public money. The Board is the non-executive body who hold ultimate legal accountability and are required to have systems to assure themselves of the quality, safety and good practice of the affairs of the Trust. It is recognized that, whilst the Board can choose to delegate some of its functions, it cannot delegate its responsibilities.

**Chief Executive Officer (CEO):** with the Executive Team; responsible for delivering the educational and operational outcomes for Bronte Academy Trust as set by the Board. The CEO is included to reflect their role as the Accounting Officer and their personal responsibility to the EFSA and DfE.

**Headteacher:** responsible for the performance and defined operational delivery areas within their own school including oversight of their Senior Leadership Team. Individual schools may have alternative titles for this position such as Executive Headteacher.

**Academy Governance Committee (AGC):** accountable to the Trust Board, provide a crucial monitoring, scrutiny and support role at a local level and have some delegated responsibilities particularly for their own school.

The Department for Education [DfE] has produced a guidance document designed to provide high level information about the roles and responsibilities each structure and person holds in academy trust governance. This document can be accessed here: <https://www.gov.uk/government/publications/governance-structures-and-roles>

## AREAS OF DELEGATION

This scheme of delegation is structured in accordance with the following areas:

- Member's Governance
- Being Strategic
- Governance
- Education, Curriculum and School Performance
- Stakeholder Engagement
- Financial Management and Internal Control
- Premises, ICT, Health and Safety and GDPR
- Staffing, HR and Pay
- Policies and Procedures

## DELEGATED AUTHORITY

The Key responsibilities and decision making authority referred to in the scheme of delegation tables are

<b>Approve</b>	Responsible for approving a document or process and where appropriate determining how the task will be undertaken including defining appropriate milestones and targets to be reported against. Where this relates to appointments, for example of a lead trustee role this is included in the delegations as <b>'Appoint'</b>
<b>Consulted</b>	Will be consulted as part of the process of completing a task. Their contributions may inform the approach or decision.
<b>Develop &amp; Deliver</b>	operationally responsible for developing, supporting proposals and undertaking a task and reporting on its delivery at suitable intervals. It is recognised that the person responsible for delivering specific areas of work may draw on other resources or work with colleagues.
<b>Informed</b>	Will receive one way information on decisions and approaches.
<b>Review</b>	Responsible for reviewing whether a task is being carried out satisfactorily and, where appropriate, requiring action to be taken to ensure the task is delivered appropriately.
<b>Recommend</b>	Will make recommendations as to how a task, decision or approach should be undertaken or completed. The recommendation will usually inform the approach or decision.
<b>Report</b>	Responsible for reporting on the delivery of tasks in some cases after a review of delivery undertaken by others or drawing on input from colleagues, for example on financial monitoring or reporting

The scheme of delegation also indicates areas of accountability - **'Accountable'**

## AUDIENCE

This document is designed for use by key governance stakeholders within the Trust, as well as externally. It will be made available on the Trust's website.

## APPROVAL & RENEWAL

The Bronte Academy Trust Scheme of Delegation will be reviewed at least annually and approved by the Trust Board, so that roles and responsibilities can be updated to reflect organisational priorities, good practice and updates to requirements or legislation.

## ACRONYMS

The following Acronyms are used in this document:

ATH	Academy Trust Handbook
AGC	Academy Governance Committee
AGM	Annual General Meeting
Articles	Bronte Academy Trust Articles of Association
BoT	Board of Trustees (including Committees)
CEO	Chief Executive (Accounting) Officer
CFO	Chief Financial Officer
DfE	Department for Education
ESFA	Education Skills Funding Agency
EYFS	Early Years Foundation Stage
GAG	General Annual Grant
H&S	Health & Safety
HT	Headteacher
KPI	Key Performance Indicator
MAT	Multi Academy Trust
OfSTED	Office for Standards in Education
SLA	Service Level Agreement
SEF	Self Evaluation Form
SEND	Special Educational Needs and Disabilities
SIP	School Improvement Plan



## SCHEME OF DELEGATION TABLES

The following tables set out responsibilities and decision making authority in areas where it is important to define the role of different leaders across the Trust. It does not prescribe every activity in the remit of individual leaders.

Area	Members	Trust Board	CEO
<b>Members Governance</b>			
<b>Amend and adopt the Articles of Association</b>	Approve	Recommend	Consulted Develop & Deliver
<b>Change the name of the Academy Trust</b>	Approve	Recommend	Consulted Develop & Deliver
<b>Wind up the Academy</b>	Approve	Recommend	Consulted Develop & Deliver
<b>Appoint and remove members in line with the Articles of Association</b>	Approve	Informed	Consulted Recommend Deliver
<b>Appoint and remove Trustees in line with the Articles of Association</b>	Approve	Recommend	Consulted Recommend Deliver
<b>Appoint External auditors</b>	Approve	Recommend	Consulted Develop & Deliver

Ref	Area of responsibility	BoT	CEO	AGC	HT
<b>1.0</b>	<b>BEING STRATEGIC</b>				
<b>1.1</b>	<b>Trust vision and strategy, including any plans for growth or significant change.</b>	Approve Develop & Deliver	Develop & Deliver Recommend Review	Consulted Informed	Consulted Informed
<b>1.2</b>	<b>Ethos and Values</b>	Approve Develop & Deliver	Develop & Deliver Recommend Review	Consulted Informed	Consulted Informed Develop & Deliver Report
<b>1.3</b>	<b>Trust Development Plan including key priorities, KPIs, input from school improvement plans.</b>	Approve Review	Develop & Deliver	Develop & Deliver Informed	Develop & Deliver Informed
<b>1.4</b>	<b>Risk Management and Control</b>	Approve Review Informed	Develop & Deliver Recommend Review Report	Informed Review	Review Develop & Deliver Report
<b>1.5</b>	<b>Potential new schools to join the Trust.</b>	Approve Review Accountable	Review Recommend Develop & Deliver	Informed Develop & Deliver	Consulted Informed Develop & Deliver

Ref	Area of responsibility	BoT	CEO	AGC	HT
<b>2.0</b>	<b>GOVERNANCE</b>				
<b>2.1</b>	<b>Trust Governance Structure and Delegation including Terms of Reference</b>	Approve	Develop & Deliver Review Recommend	Consulted Develop & Deliver Informed	Consulted Informed Develop & Deliver
<b>2.2</b>	<b>Recruitment of Trustees</b>	Review Approve	Develop & Deliver Consulted Report	Informed	Informed
<b>2.3</b>	<b>Appointment or removal of Trustees in line with Articles</b>	Appoint Approve	Develop & Deliver Report	Informed	Informed
<b>2.4</b>	<b>Appointment of Trust Board Chair, Vice Chair and link roles</b>	Appoint	Consulted Recommend	Informed	Informed
<b>2.5</b>	<b>Appointment of Committee and AGC members</b>	Approve	Recommend Develop & Deliver	Review Develop & Deliver Recommend Approve	Develop & Deliver
<b>2.6</b>	<b>Appointment of Committee and AGC Chairs</b>	Appoint	Consult Recommend	Consult Recommend Informed	Consult Recommend Informed
<b>2.7</b>	<b>Appointment of Governance Professional, Committees and AGC</b>	Appoint	Recommend	Informed	Informed
<b>2.8</b>	<b>Schedule of Board and Committee Meetings and Business</b>	Approve Accountable Review	Develop & Deliver Recommend Review	Approve	Develop & Deliver Recommend
<b>2.9</b>	<b>Governance Reviews</b>	Approve Review Report	Develop & Deliver	Consulted	Consulted

Ref	Area of responsibility	BoT	CEO	AGC	HT
<b>3.0</b>	<b>EDUCATION, CURRICULUM &amp; SCHOOL PERFORMANCE</b>				
<b>3.1</b>	<b>School Improvement Plans and Self Evaluation</b>	Review	Consulted Approve Review	Informed Review	Develop & Deliver Report
<b>3.2</b>	<b>Trust and school academic targets</b>	Informed Accountable	Accountable Approve Review	Consulted Review	Develop & Deliver Report
<b>3.3</b>	<b>Ensuring Trust and each schools readiness for inspection including Ofsted</b>	Review	Develop & Deliver Review Report	Consulted Review Develop & Deliver	Develop & Deliver Report
<b>3.4</b>	<b>School curriculum intent and provision</b>	Accountable	Accountable Review	Develop & Deliver Informed	Develop & Deliver Report
<b>3.5</b>	<b>Teaching and Learning</b>	Accountable	Accountable	Review	Review Develop & Deliver
<b>3.6</b>	<b>Policies and Practices for teaching, learning and pedagogy</b>	Informed	Review Report	Approve Review	Develop & Deliver Report
<b>3.7</b>	<b>Strategy for Pupil Premium and other grants</b>	Approve	Develop & Deliver Recommend Approve	Review Approve Informed	Develop & Deliver Informed Report
<b>3.8</b>	<b>Safeguarding oversight, policies and procedures</b>	Review Approve Accountable Review	Develop & Deliver Recommend Review Report	Review Approve Appoint Informed	Consulted Develop & Deliver Appoint Report
<b>3.9</b>	<b>Strategy for SEND provision and relevant policies and practice</b>	Review Approve	Develop & Deliver Recommend Review Report	Consulted Review Approve Appoint	Consulted Develop & Deliver Informed Report
<b>3.10</b>	<b>Admissions, behaviour and pastoral care, attendance, safeguarding, complaints, equalities and exclusions.</b>	Approve Accountable Develop & Deliver	Develop & Deliver Recommend Approve Review Report	Review Approve Informed	Consulted Develop & Deliver Informed Recommend Report
<b>3.11</b>	<b>Educational Trips and Visits</b>	Accountable	Informed Review Accountable	Review Approve Informed	Develop & Deliver Recommend

Ref	Area of responsibility	BoT	CEO	AGC	HT
<b>4.0</b>	<b>STAKEHOLDER ENGAGEMENT</b>				
<b>4.1</b>	<b>Publication of Information on Trust and school websites</b>	Informed	Develop & Deliver	Informed	Develop & Deliver
<b>4.2</b>	<b>Trust and School branding</b>	Informed	Develop & Deliver Review Recommend	Informed	Consulted Develop & Deliver
<b>4.3</b>	<b>Stakeholder engagement including partners, parents, pupils and local communities</b>	Review	Develop & Deliver Recommend Review	Informed	Consulted Develop & Deliver
<b>4.4</b>	<b>School Calendar [holiday dates]</b>	Informed	Develop & Deliver Recommend Informed	Consulted Informed	Develop & Deliver Approve
<b>4.5</b>	<b>Complaints</b>	Approve Develop & Deliver	Develop & Deliver Recommend	Develop & Deliver Review	Develop & Deliver

Ref	Area of responsibility	BoT	CEO	AGC	HT
5.0	<b>FINANCIAL MANAGEMENT AND INTERNAL CONTROL</b>				
5.1	<b>Financial Regulations, financial and asset management policies and procedures to ensure compliance across Trust and schools.</b>	Approve Review Accountable	Develop & Deliver Recommend Informed Review	Informed Review	Report Develop & Deliver
5.2	<b>Setting budgets within the Trust</b>	Approve	Develop & Deliver Recommend	Informed	Develop & Deliver
5.3	<b>Monitoring and reporting on Trust and schools budget</b>	Review Approve	Develop & Deliver Report	Review	Develop & Deliver Report
5.4	<b>External auditors and audit; internal auditors; audit and controls; and bankers for the Trust</b>	Approve Informed	Report Develop & Deliver Recommend	Informed Review	Develop & Deliver Report
5.5	<b>External audit reports, annual reports and accounts</b>	Review Approve Informed	Report Develop & Deliver Recommend	Informed Review	Develop & Deliver Report
5.6	<b>Procurement and contract approval</b>	Approve	Deliver & Develop Approve Recommend		Approve Develop & Deliver Recommend

Ref	Area of responsibility	BoT	CEO	AGC	HT
6.0	<b>PREMISES, ICT, HEALTH &amp; SAFETY AND GDPR</b>				
6.1	<b>Trust policies and property strategy, estate improvement plans, priorities for premises maintenance and development including accessibility plan.</b>	Approve Review	Develop & Deliver Recommend Report Review	Consulted Review Informed Consulted	Deliver Report Consulted
6.2	<b>Health &amp; Safety</b>	Approve Review Accountable	Develop & Deliver Review Recommend	Informed Review	Deliver & Develop
6.3	<b>ICT Services and Resources</b>	Approve Informed	Develop & Deliver Recommend Informed Review Approve	Informed Review	Develop & Deliver Report
6.4	<b>General Data Protection Regulations [GDPR]</b>	Approve Accountable Informed	Develop & Deliver Approve	Informed	Deliver

Ref	Area of responsibility	BoT	CEO	AGC	HT
<b>7.0</b>	<b>STAFFING, HR &amp; PAY</b>				
<b>7.1</b>	<b>HR policies and practice</b>	Approve Deliver Accountable	Deliver & Develop Recommend Accountable	Deliver Review	Deliver Consulted
<b>7.2</b>	<b>Staff structure and proposals for restructuring or redundancy</b>	Informed Review Approve	Approve Deliver & Develop Review Recommend	Consulted	Approve Deliver Recommend
<b>7.3</b>	<b>Appointment of CEO and Accounting Officer</b>	Deliver Approve	Deliver	Informed	Informed
<b>7.4</b>	<b>Appointment of central staff team including the CFO</b>	Informed Consulted Deliver	Deliver Approve Deliver	Informed	Informed
<b>7.5</b>	<b>Appointment of Executive Headteacher/Headteacher/Head of School</b>	Informed Consulted Deliver	Deliver Approve	Informed Consulted Deliver	
<b>7.6</b>	<b>Appointment of other school staff senior leaders [including Deputy Head and Assistant Head]</b>		Consulted Deliver	Informed Deliver	Deliver Approve
<b>7.7</b>	<b>Appointment of other school staff</b>			Deliver	Deliver Approve
<b>7.8</b>	<b>Performance management of CEO</b>	Deliver Approve			
<b>7.9</b>	<b>Appraisal and performance management of Headteachers and Executive Team</b>	Approve Deliver	Deliver Recommend	Consulted	
<b>7.10</b>	<b>Appraisal and performance management for all other central team and school staff.</b>	Informed Deliver	Deliver Approve Informed	Informed Review Deliver	Deliver Approve Report
<b>7.11</b>	<b>Staff development and wellbeing</b>	Approve	Approve at Trust level Informed at school level. Deliver	Informed	Approve Recommend Report Deliver.



Ref	Area of responsibility	BoT	CEO	AGC	HT
<b>8.0</b>	<b>POLICIES &amp; PROCEDURES</b>				
<b>8.1</b>	<b>Trust policies and procedures</b>	Approve	Develop Recommend Review	Consulted Informed Review Approve	Consulted Informed Develop Recommend Deliver
<b>8.2</b>	<b>Governance policies and procedures</b>	Approve Informed Deliver Review Recommend	Develop Deliver Review Report	Informed Review	Consulted Deliver