



Bright Futures

EDUCATIONAL TRUST

The best for everyone, the best from everyone

Delegation Framework Update | September 2025


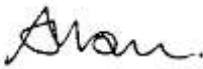


DELEGATION FRAMEWORK

Signatories

I declare that I have read, understood and agree with the contents of this delegation framework (September 2025 update).

School Name Melland High School

Role	Name	Signature
Chair of the Local Governing Body	Peter Tite	
Principal	Sue Warner	

Date of Implementation September 2025

Contents

Signatories	Page 1
Forward	Page 3
The Governance Structure 1. Members 2. Trustees 3. Board Committees 4. Chief Executive Officer 5. Principal 6. Executive Team 7. Local Governing Bodies 8. Professional Development Institute	Pages 4 - 7
Delegated Responsibilities Governance Overview Budget and Finance Education and Standards HR and Staffing Facilities and Estates	Pages 8 - 10 Pages 10 - 12 Pages 13 - 15 Pages 15 - 17 Pages 17 - 18

Forward

This document details the framework for effective governance at Bright Futures Educational Trust (Bright Futures). By Bright Futures we mean all of the academies within the Trust, along with the Executive Team and Central teams that support these academies.

The Board of Trustees is the accountable authority as defined in the Articles of Association. However, some oversight, monitoring and decision making is delegated through the frameworks described in this document.

The Chair of the Board of Trustees and the Chief Executive Officer have approved this 2025 updated delegation framework as the appropriate approach to governance for Bright Futures.



Robert Legget

On behalf of the Board of Trustees



John Wm Stephens

Chief Executive Officer

Leadership



Integrity



Passion



Community



Equality



Resilience



The Governance Structure



The Governance Structure

1. Members

The Members of the Trust are the signatories to the Trust's Memorandum and Articles of Association and are responsible for approving any amendments to the Articles. Members have a distinct but limited role. It is, however, an incredibly important one. In summary, the role of Members is to act as the 'guardian' for the effective operation of the Trust assuring themselves that the Board is exercising effective leadership and governance of the organisation.

Members appoint Trustees and are also able to remove Trustees if they fail to fulfil their duties properly. Whilst Members can also be Trustees, Bright Futures is mindful of the DfE's guidance contained within their Academy Trust Handbook (2024) that robust governance structures will have a significant degree of distinction between the Members and the Trustees. As such, only one Member can be appointed as a Trustee and sit on the Board of Trustees.

2. Trustees

The Board of Trustees sets the vision and strategic direction of the Trust and is the accountable body. It may delegate some of its responsibilities to executive leaders or committees, which includes local governing bodies. In doing so it holds these executive leaders and committees to account. The Board of Trustees also oversees the financial performance of the Trust and ensures that public money is well spent.

3. Board Committees

The Board of Trustees has established two committees, with delegated authorities as follows: The Audit & Risk Committee oversees financial reporting, internal controls and risk management systems, compliance and internal and external audits.

The Remuneration Committee leads on any recruitment and selection process for the Chief Executive Officer (CEO) post, conducts the appraisal of the CEO and determines the remuneration for the CEO. This committee also determines the pay of the direct reports of the CEO, who are in the Central teams.

The detailed responsibilities of both of these Committees are set out in their Terms of Reference.

4. Chief Executive Officer

The CEO is appointed as the Accounting Officer for the Trust to carry out the duties as outlined within the Academy Trust Handbook (2024), including an accountability for the proper stewardship of public funds, regularity and propriety.

The CEO also has the delegated responsibility for operational leadership and management of the Trust.

5. Principal

The Principal is responsible for the day-to-day running of their academy. They bring regular reports to the school's Local Governing Body (LGB) on the overall performance of the school, progress of pupils and any other matters delegated to them.

See the LGB handbook for further information.

6. Executive Team

The Executive Team comprises the Chief Executive Officer, the Chief Financial Officer, the Deputy Chief Executive Officer, and the Director of People and Culture. They operate as a collective governance body as defined in the Executive Team Meeting terms of reference. In addition, they have individual responsibilities as defined in this document and/or their job description.

7. Local Governing Bodies (LGBs)

The responsibilities of the LGBs are set out in detail within their terms of reference. In summary their main responsibility is to provide scrutiny of the delivery of the School Development Plans, to ensure the academy is working within agreed financial budgets, to monitor the academy is working within agreed policies and help the academy to engage with all stakeholders. The LGB should also provide strong support and challenge to the academy leadership team. The LGB handbook, which includes its terms of reference provides the detail.

Responsibilities and powers delegated to the LGB may be further delegated to a sub-committee or to the Principal as appropriate. See the detail in the delegated responsibilities section below and in the Local Governing Body Handbook or Bright Futures' Financial Handbook.

8. Professional Development Institute



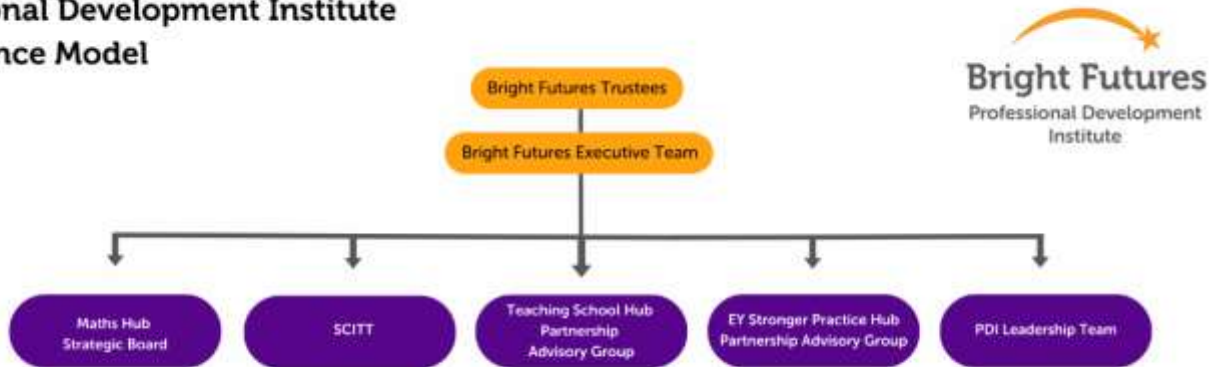
Bright Futures Professional Development Institute is a vibrant, innovative directorate at the centre of Bright Futures made up of a number of hubs and networks at the heart of Bright Futures Educational Trust. The hubs and networks are:

- Bright Futures Teaching School Hub – Trafford & Salford
- Bright Futures Teaching School Hub – Manchester & Stockport
- NW1 Maths Hub
- Bright Futures SCITT
- Bright Futures Training
- Bright Futures SEND Outreach
- Bright Futures NW Early Years Stronger Practice Hub

Each hub and network have their own Partnership Advisory Group or Strategic Board, each shares a common goal and that is to contribute to and support the vision and strategic direction of the hub/network. Group/Board Members are expected to:

- Provide advocacy
- Ensure stakeholder voices are heard in key strategic decision-making
- Make key strategic recommendations
- Provide sector expert advice, guidance and support
- Ensure transparency and external scrutiny

Professional Development Institute Governance Model



The relationship between all of the elements of the governance structure is one of partnership, collaboration and accountability.

All elements, including the discharge of accountabilities associated with specific roles and bodies, work together in support of delivering the Bright Futures' Strategy, which includes its vision: the best *for* everyone, the best *from* everyone.



Delegated Responsibilities

Governance Overview

Decision/Activity	Accountable for the decision	Provide advice or input into the decision	Reference Policies or Relevant Documents
Appoint/agree role descriptions and remove members	Members		Articles of Association
Appoint/agree role descriptions and remove Trustees	Members		
Appointment and dismissal of Chief Executive Officer	Board of Trustees	Director of People & Culture/or external legal advice	Trust's relevant HR policies
Appoint/Agree role descriptions and suspend Chair of LGBs	CEO	Principal Executive Team	LGB Terms Of Reference
Dismiss an LGB chair (when not part of the disbanding of an LGB with an interim School Improvement Board)	Chair of the Board of Trustees	CEO Director of People & Culture	LGB Terms of Reference
Appoint Clerks to the LGBs	Members of Executive Team	LGB Chair Principal	
Approve and amend the Articles of Association	Members	Executive Team / DfE	Articles of Association
Approve and review the Delegation Framework	Board of Trustees	Executive Team	Academy Trust Handbook
Approve and review Terms of Reference for Trust Board Committees	Board of Trustees	Executive Team	
Approve and review Terms of Reference for LGBs and sub-committees	CEO	Executive Team Principal LGB Chair	
Appoint Governors to the LGBs and LGB committees	CEO	Principal Executive Team	LGB Terms Of Reference
Suspend or dismiss Governors to the LGB and LGB Committees	CEO	Principal Executive Team	LGB Terms Of Reference
Oversee compliance with Data Protection Regulations and take responsibility for reporting data breaches to the Information Commissioners Office (ICO). The DPO reports directly to the Chair of the Board on these matters.	The Trust's Data Protection Officer	Data protection co-ordinator in each school Principals	The Trust's Data Protection polices

Decision/Activity	Accountable for the decision	Provide advice or input into the decision	Reference Policies or Relevant Documents
Approve Trust-wide policies	Executive Team (note a small number e.g. Procurement, Health and Safety need Trustee approval)	Principal Unions for some staff policies	Trust Leaders Unions where applicable
Monitor use and implementation of all Trust policies	Executive Team	Principal	
Approve and review school specific policies e.g. behaviour for learning, examinations, educational trips	LGB	Principal	Trust Leaders Unions where applicable
Monitor use and implementation of all policies for the School	LGB	Principal	
Replace and disband an LGB with an interim School Improvement Board and vice versa	CEO	Principal (To Trustees for information)	

Budget and Finance

Decision/Activity	Accountable for the decision	Provide advice or input into the decision	Reference Policies or Relevant Documents
Prepare the proposed annual school budget proposal for discussion with the CFO	Finance Team/Principal/LGB (recommendation)	Finance/Financial Controller/Finance team	Finance Handbook
Approve individual budgets for each academic Year	Board of Trustees	Chief Financial Officer (CFO)	Bright Futures' Strategy School's Charging and Remissions Policy
Determine the proportion of the academies budget that will be a management fee for central operations	Board of Trustees	CEO, CFO	
Receive and note individual school budget information	LGB	Principal	
Determine where any additional funding/income received by the school during the year, can be spent	CFO	LGB Principal Executive Team	
Approve/review Trust Financial Handbook	Board of Trustees delegated to Audit & Risk Committee	CFO Financial Controller Principal LGB Chairs	Academy Trust Handbook

Decision/Activity	Accountable for the decision	Provide advice or input into the decision	Reference Policies or Relevant Documents
Approve/review Procurement Policy	Board of Trustees delegated to Audit & Risk Committee	CFO Principal LGB Chairs	
Determine which contracts are to be procured Trust-wide	CFO	Principals Executive Team Procurement Manager	Procurement Policy
[Professional Development Institute Only] Approve spend** of up to £5,000 providing contract length does not exceed 12 months **i.e. Approve a purchase order and approve an invoice	Professional Development Institute budget holders if budgeted for.	Financial Controller Deputy Chief Executive Officer	Procurement Policy Finance Handbook
Enter into/renew contracts or approve spend** of up to - £39,999 providing contract length does not exceed 12 months **i.e. Approve a purchase order and approve an invoice Note: In line with the Procurement Policy, contracts valued between £10,000 and £39,999 must have been awarded via either a compliant framework/DPS, three written quotations or via a formal tender with input/review from the Procurement Manager. This is dependent on value as per the Procurement Policy.	Principal (school specific) & if budgeted for (can delegate £1,000 to SLT and £100 other budget holders) Deputy CEO if budgeted for Director of PDI if budgeted for	CFO Financial Controller Principal (school specific) Procurement Manager	Procurement Policy
Enter into/renew contracts or approve spend** of up to - £39,999 **i.e. Approve a purchase order and approve an invoice Note: In line with the Procurement Policy, contracts valued between £10,000 and £39,999 must have been awarded via either a compliant framework/DPS, three written quotations or via a formal tender with input/review from the Procurement Manager. This is dependent on value as per the Procurement Policy.	CFO (Trust-wide contracts) Financial Controller (Trust-wide contracts) (can delegate £3,000 to Trust Facilities and Estates Manager)	CFO Financial Controller Principal (school specific) Procurement Manager	

Decision/Activity	Accountable for the decision	Provide advice or input into the decision	Reference Policies or Relevant Documents
<p>Enter into/renew contracts or approve spend** of up to £160,000 (within 10% of public procurement threshold)</p> <p>**i.e. Approve a purchase order and approve an invoice</p> <p>Note: In line with the Procurement Policy, contracts valued between £50,000 and £160,000 must have been awarded via a compliant framework/DPS or via a formal tender with input/review from the Procurement Manager</p>	<p>CFO up to £49,999 CFO with CEO approval</p>	<p>Principal (school specific) Procurement Manager Financial Controller Executives Estates Consultants</p>	
<p>Enter into/renew contracts or approve spend** between £160,000 - £1,000,000</p> <p>**i.e. Approve a purchase order and approve an invoice</p> <p>Note: In line with the Procurement Policy, contracts valued above £160,000 must have been awarded via a compliant framework/DPS or via a formal tender run by the Procurement Manager in full compliance with Public Contracts Regulations.</p>	<p>Audit & Risk Committee</p>	<p>CFO Principal (school specific) Financial Controller Procurement Manager Executives Estates Consultants</p>	
<p>Enter into/renew contracts or approve spend** over £1,000,000</p> <p>**i.e. Approve a purchase order and approve an invoice</p> <p>Note: In line with the Procurement Policy, contracts valued above £1,000,000 must have been awarded via a compliant framework/DPS or via a formal tender run by the Procurement Manager in full compliance with Public Contracts Regulations.</p>	<p>Board of Trustees</p>	<p>Audit & Risk Committee Executive Team Principal (school specific) Procurement Manager Financial Controller Executives Estates Consultants</p>	
<p>Waiving the procurement procedure for procurements up to the value of £20,000</p>	<p>CFO</p>	<p>Principal (school specific) Procurement Manager Financial Controller</p>	<p>Waiver of Procurement Procedure</p>
<p>Waiving the procurement procedure for procurements up to the value of £80,000</p>	<p>CEO</p>	<p>CFO Principal (school specific) Procurement Manager Financial Controller</p>	
<p>Waiving the procurement procedure for procurements between £80,000 and the Public Contracts Regulations threshold</p>	<p>Board of Trustees</p>	<p>CFO CEO Principal (school specific) Procurement Manager Financial Controller</p>	

Decision/Activity	Accountable for the decision	Provide advice or input into the decision	Reference Policies or Relevant Documents
Open up a new bank account for a school or head office	Board of Trustees	CFO	
Approve/review Trust Risk Register	Board of Trustees Delegated to Audit & Risk Committee	Audit & Risk Committee Executive Team Principal (school specific)	
Approve/review academy Risk Register	LGB	Principal Executive Team	
Appointment and removal of external auditors	Members	Board of Trustees	Academy Trust Handbook
Appointment and dismissal of internal auditors	Audit & Risk Committee	CFO	

Education and Standards

Decision/Activity	Accountable for the decision	Provide advice or input into the decision	Reference Policies or Relevant Documents
Determine the academy's curriculum	Principal and senior leadership determine local school curriculum	Executive Team – (if specific input needed) Parents/carers/students and communities LGB	National Curriculum
Determine the academy's development plan and monitor progress	Principal as above	Executive Team LGB Parents/carers/students	
Monitor pupil progress and attainment, including specific groups e.g. pupil premium	Principal	Executive Team LGB Parents/carers/students	
School Admissions Policy. Determine and consult where necessary to issue to the LA, in accordance with statutory requirements and timelines. (The Trust is the admissions authority and delegates this responsibility to the Principal within set parameters)	Principal	LGB Principal Executive Team	DfE statutory guidance Schools Admissions Code

Decision/Activity	Accountable for the decision	Provide advice or input into the decision	Reference Policies or Relevant Documents
Significant changes to the number, type or location of an academy i.e. changes which affect clauses in Bright Futures' funding agreement	DfE, following a recommendation by Trustees	Local Authority LGB Principal Executive Team Trustees Parents/carers	DfE Advice: Making significant changes to an open academy and closure by mutual agreement
Admissions decisions and appeals	LGB Independent Appeals Panel (when applicable)	Principal Executive Team Local Authority	School Admissions Code (DfE)
Academy opening times, term dates and inset days	Principal	Executive Team Parents/carers/students and local partners	DfE Guidance
Determine the academy's communication and Public Relations strategy	Principal	Deputy Chief Executive Officer Executive Team	Brand Guidelines (policy) Communication Strategy
Complaints	Stage 1 and 2 Principal Stage 3 Chair of LGB Stage 4 Appeal panel comprising of two LGB members and one Bright Futures' representative	Executive Team	Bright Futures Complaints Policy
Exclusions	Stage 1 Principal (or deputy for fixed term only) Stage 2 Appeal LGB Stage 3 Independent review panel	Executive team	Bright Futures Exclusions Policy
Excluding/banning parents and members of the public from the school premises	Executives	Principal Legal advisers	
Appoint a Designated Safeguarding Lead (DSL) and a Deputy with accountabilities as detailed in the Trust's Child Protection and Safeguarding Policy. Provide appropriate monitoring and training.	Principal	Chair of the Trust's DSL group CEO LGB	Child Protection and Safeguarding Policy

Decision/Activity	Accountable for the decision	Provide advice or input into the decision	Reference Policies or Relevant Documents
Appoint a governor with specific responsibility for safeguarding as per the Trust's Child Protection and Safeguarding Policy. Provide appropriate monitoring of policy application, training and impact.	LGB	Principal	Statutory Guidance-Keeping Children Safe in Education
Appoint a Trustee with specific responsibility for safeguarding as per the Trust's Child Protection and Safeguarding Policy. Provide appropriate monitoring and training.	Board of Trustees	CEO	
Determine a Trust-wide Health and Safety Policy and template procedures for schools, for Trust Board approval.	CEO	Executive Team Principals	Health and Safety at Work Act and associated regulations Trust's Health and Safety Policy and School's Staff Handbook
Appoint the Principal as the designated Health and Safety member of staff with overall responsibility in the academy	LGB	Exec Team Principal	
Monitor compliance in their school with Health and Safety regulations and report to the Exec Team	LGB	Principal	
Monitor compliance in all schools with Health and Safety regulations and report to the Trustees	CEO	Principal Executive Team	
Reporting of RIDDOR Accidents and Enforcement Notices	Principal	LGB Executive Team	

Human Resources and Staffing

Decision/Activity	Accountable for the decision	Provide advice or input into the decision	Reference Policies or Relevant Documents
Appointment/appraisals/dismissal of academy Principals*	CEO	Director of People & Culture, external legal input. Deputy Chief Executive Officer LGB (appointments & appraisals only)	Trust's relevant staff policies
Appointment of academy senior staff (Assistant VP/Deputy Head and above)	CEO or DCEO (depends on reporting line)	Principal LGB Executive Team	
Dismissal of academy senior staff (Assistant VP/Deputy Head and above)	Principal (from a different Bright Futures school)	Director of People & Culture	
Appointment/appraisals of all academy staff below Assistant Vice Principal	Principal	LGB	
Dismissal of all academy staff below Assistant Vice Principal	Principal	Director of People & Culture	Trust's relevant staff policies
Appointment/appraisals of Trust's Executive Team and Data Protection Officer and other posts in the Central Team structure	CEO, CFO, or DCEO, depending upon reporting line	Principals* Board of Trustees	
Dismissal of Trust's Executive and other posts in the Central Team structure	CEO, CFO, DCEO, Director of People & Culture (not for direct reports)	Director of People & Culture Or external consultant/legal input	
Determine academy non-Leadership Staffing Structure as part of the budget approval process	Principal	LGB Executive Team	
Agreed Academy Leadership Structure	CEO or DCEO	Principal LGB Executive Team	

Decision/Activity	Accountable for the decision	Provide advice or input into the decision	Reference Policies or Relevant Documents
Determine the Trust's Operational/central services structure for Finance, Governance, HR, Digital Technologies, Communications & PR, Estates, Health & Safety, Education Psychology and Specialist Outreach (EPSO) & Data Protection.	CEO	Executive Team Principals*	
Approve changes to staffing structures at all levels (Except for like for like appointments)	CFO	Principal Director of People & Culture	
Approve the schools/central operations monthly payroll/final authoriser of monthly changes	Director of People and Strategy (central) Principals* (their school)	Executive Team Principals*	
Principals* Pay	CEO	Director of People & Culture DCEO	Trust's School Leaders and Teachers Pay Policy
Approval of Central Team remuneration (except CEO direct reports)	CEO	Director of People & Culture CFO	Leadership (non-school) Appraisal and Remuneration Policy
Pay of all school staff (excluding the Principal) (the pay scales and policies are Trust approved)	Principal	Director of People & Culture	Trust's School Leaders and Teachers 'Pay Policy Associate Staff Appraisal Policy
Determine the pay scales and other terms and conditions of employment for all school-based staff groups	Board of Trustees	Executive Team Principals*	School Teachers Terms and Conditions and Burgundy Book. NJC pay scales and Green Book.
CEO's appraisal and remuneration (pay & terms and conditions)	Remuneration Committee of the Board of Trustees	Director of People & Culture/external consultant if required	Leadership (non-school) Appraisal and Remuneration Policy
Approve the pay of the direct reports of the CEO	Remuneration Committee of the Board of Trustees	CEO (recommends) Director of People & Culture (advice)/external consultant if required	Leadership (non-school) Appraisal and Remuneration Policy
Apprenticeship standards-staff access to funding through the shared apprenticeship levy	Executive Team	Director of People & Culture	

Decision/Activity	Accountable for the decision	Provide advice or input into the decision	Reference Policies or Relevant Documents
		DCEO	

Facilities and Estates

Decision/Activity	Accountable for the decision	Provide advice or input into the decision	Reference Policies or Relevant Documents
Develop specification, production of tender documentation, overseeing selection recommendation entering in formal contracts related to FM services.	CFO	Principal Hub Facilities Manager Procurement & Contracts Manager	Trust's Procurement Policy
Appointment and determination of academy cleaning and catering contractors/contracts (Trust-wide contract)	CFO	Principal Hub Facilities Manager Procurement & Contracts Manager	
Appointment and determination of academy PPM contractors/contracts	CFO	Principal Hub Facilities Manager Procurement & Contracts Manager	Trust's Procurement Policy
Contract administrator of all premises/facilities related services contracts	Hub Facilities Manager	Principal CFO	
Contract administrator of PFI contracts (post construction)	Hub Facilities Manager	Principal CFO	
Standardisation of all statutory assessment across the Trust – legionella, fire, asbestos and statutory compliance and Health and Safety Risk Insurance audits	CFO	Principal Hub Facilities Manager	Health and Safety Policy and statutory regulations

Decision/Activity	Accountable for the decision	Provide advice or input into the decision	Reference Policies or Relevant Documents
Oversee compliance with facilities and estates management standards across all schools	CFO	Principals* Hub Facilities Managers Executive Team LGB	ESFA Estates Management Guidance
Management of Trust Capital Funding	CFO	Financial Controller Principal LGB	Schools Condition Funding Agreement
Project management for capital improvement works	Hub Facilities Manager	CFO Principal	
Approval of any structural works or change of use of the existing school buildings	CEO	Principal CFO Hub Facilities Manager LGB	Schools Condition Funding Agreement
Approval of any new rental or leased building proposal for all schools	CEO	Principal CFO Hub Facilities Manager LGB	Schools Condition Funding Agreement