



Olive Academies

Olive Academies Scheme of Delegation, September 2019

This scheme of delegation gives an overview of the roles and responsibilities of those leading Olive Academies and a guide to how decisions are made and where responsibilities lie. It provides a framework within which leaders can work towards meeting OA's vision and values. At the core of this scheme is a focus on vulnerable young people – they are at the heart of OA's work and their needs are considered in all our planning and operational procedures.

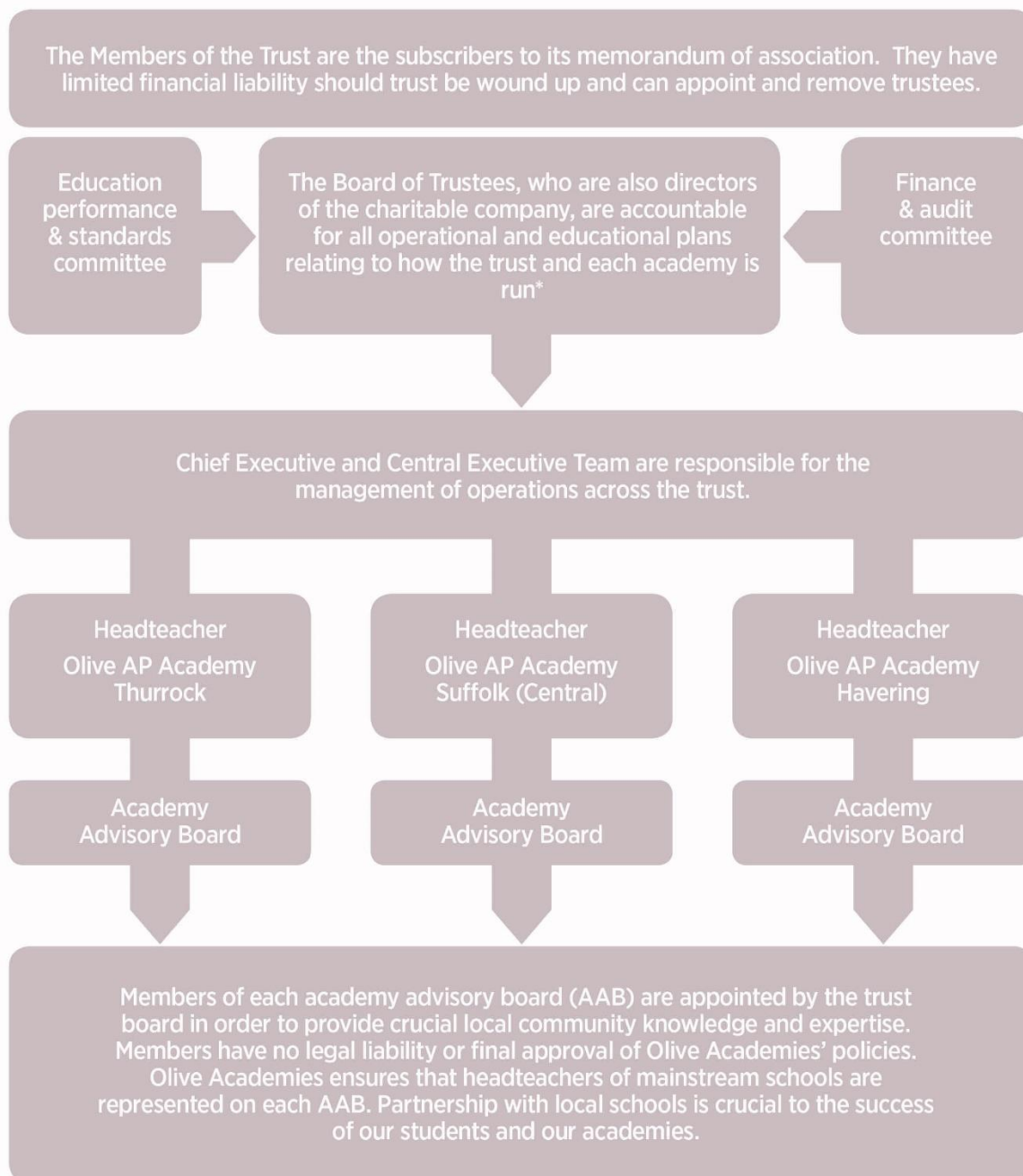
This scheme has been developed in consultation with the leaders within our trust: our MAT board of trustees; our CEO and central executive leaders; our headteachers; and our local academy advisory boards (AABs). OA is always learning as a MAT and as we develop and expand, we recognise that this framework will also need to be reviewed – feedback on how it works in practice is vital. It is also inevitable that there is variation in the academies we run and the service we offer. The level of intervention, support and monitoring from OA central and the nature of input from the AABs will depend on a number of factors, e.g. the Ofsted grade, the stage at which the academy is in its development, the building status. The OA central team will provide bespoke guidance and support as needed.

OA vision and values

This scheme of delegation is underpinned by OA's vision and values and a commitment to vulnerable young people within our academies and beyond. Our values are:



Governance structure



Summary roles

The **Members** of the trust have responsibility for ensuring the purpose of the trust is met, determining the trust's constitution and governance structure, and appointing and removing trustees – as outlined in the Governance Handbook, this is a strategic 'eyes on, hands off' role.

The **MAT Board of Trustees** is ultimately responsible and remain accountable for all operational and educational plans relating to how the trust and each academy is run. Details of trustees and members, and the constitution of the trust board are available in our governance documents

published on the website - www.oliveacademies.org.uk/governance-2/. To oversee this, the board has established two central committees: **finance and audit (FAC); and education performance and standards (EPS)**. These committees are in place to ensure the board is equipped with the relevant information and guidance it needs to have an oversight and take responsibility for leadership and outcomes across the trust.

The board is supported in this task by OA central. Management of operations across the trust has been delegated to the **chief executive officer (CEO) and executive leadership team**, known as the Strategic Leadership Group (SLG) who are responsible for:

- implementing the policy and strategy adopted by and within a budget approved by the board and as applicable, advising the board on such policy, strategy and budget;
- overseeing the financial management of the organisation and making decisions and/or recommendations regarding expenditure that further the strategic aims, values and mission of OA.

The SLG includes a **director of academies (DoA)** who manages academy headteachers, and academy improvement, a **director of operations (DOO)** who is responsible for strategic management of operations not related to education, and the **director of finance and compliance (DFC)** who is responsible for the sound financial management of the trust

Within each academy, management is delegated to the **headteacher (HT) (and executive headteacher where relevant)** under the guidance of the academy advisory board (AAB) and OA central. Headteachers are responsible for implementation of the **academy improvement plan (AIP)**, and meeting all educational and operational targets for outcomes within their academy, including building staff teams, management and development.

An **AAB** is set up for each academy – members are appointed by the trust board and are responsible for localised challenge and support but have no legal liability or final approval of policies or core documents. OA AABs are crucial to the smooth running of our academies, given the nature of our provision. They provide fundamental input and guidance on the local context and on leading the academy – we recognise that strong partnership working with local schools, communities, the local authority and other partners is vital to our success and to educational outcomes of children and young people who attend an Olive academy.

Structure of this scheme of delegation

There are two versions of this scheme of delegation:

- A **summary** document which provides an overview of how decisions are made in the core strategic areas – for stakeholders interested in an overview of how the trust works
- A more **detailed** procedural document – this is predominantly used by those involved in leading the trust

This scheme of delegation complies with the requirements outlined in the Academies Financial Handbook and is a complement to the Memorandum and Articles of Association, our funding agreement, the terms of reference for the board and AABs and supplementary manuals such as the finance manual and the communication guide.

The scheme is written according to the RASCI framework, outlining who is **responsible** for delivery, **accountable** for completion, **supporting** delivery, **consulted** for opinion, or **informed** of progress in relation to twelve core delivery areas within OA.

Approval and renewal

The OA scheme of delegation is renewed **annually**, so that the roles and responsibilities outlined continually reflect organisational realities and updates to statutory legislation.

Olive Academies scheme of delegation – Summary

This summary outlines the roles and responsibilities within OA in respect of the twelve core areas of delivery between the trust board, executive team (SLG), headteacher (HT) and Academy Advisory Boards (AABs). Members have an overarching oversight role for the trust, including delegations. **Note: The trust board approve policies for all delivery areas unless delegated to the CEO.**

Operational Area	Trust Board	CEO (with SLG)	Headteacher	AAB
Our strategy, framework and partnerships				
1. Vision, ethos & trust growth	<ul style="list-style-type: none"> Determine vision and ethos of trust & academies Agree expansion academies and growth strategy 	<ul style="list-style-type: none"> Develop trust vision & ethos Manage growth strategy 	<ul style="list-style-type: none"> Contribute to vision & values 	<ul style="list-style-type: none"> Monitor implementation of vision & values at academy level
2. Strategy, monitoring & benchmarks	<ul style="list-style-type: none"> Approve trust business plan & monitor delivery Receive information on academy improvement plan (AIP) & performance 	<ul style="list-style-type: none"> Develop & communicate trust business plan Support development implementation of AIP 	<ul style="list-style-type: none"> Develop (with support from DA), deliver & report on AIP 	<ul style="list-style-type: none"> Monitor implementation of AIP & performance of academy SLT
3. Communications & community	<ul style="list-style-type: none"> Act as ambassadors for OA Represent trust governance in event of central inspection Represent the trust in the case of high-profile crisis 	<ul style="list-style-type: none"> Develop overall goal for strategic partnerships Provide leadership on crisis comm'ns Represent executive in event of central inspection 	<ul style="list-style-type: none"> Embed and sustain local relationships Represent academy team in event of inspection Oversee parent/carers engagement strategy 	<ul style="list-style-type: none"> Develop local relationships Represent academy governance in event of inspection
Our educational delivery & performance				
4. Educational performance and standards (led by EPS committee)	<ul style="list-style-type: none"> Approve and monitor trust business plan, academic targets, pupil destinations & benchmarks 	<ul style="list-style-type: none"> Set trust business plan & guide academy target-setting Deliver academy improvement support 	<ul style="list-style-type: none"> Develop & report on academy targets Deliver academy improvement strategies 	<ul style="list-style-type: none"> Monitor pupil progress against targets
5. Curriculum, enrichment and pupil wellbeing (EPS)	<ul style="list-style-type: none"> Approve trust curriculum model Monitor pupil destinations and reintegration 	<ul style="list-style-type: none"> Set trust curriculum model & guide HTs in local implementation 	<ul style="list-style-type: none"> Implement curriculum & enrichment activities Set pupil destination & reintegration targets 	<ul style="list-style-type: none"> Monitor destinations and reintegration data

Operational Area	Trust Board	CEO (with SLG)	Headteacher	AAB
	<ul style="list-style-type: none"> Accountable for wellbeing/pastoral requirements 	<ul style="list-style-type: none"> Develop trust approach to pupil wellbeing and guide on local implementation 	<ul style="list-style-type: none"> Implement pupil wellbeing approaches 	
6. Data Management (EPS)	<ul style="list-style-type: none"> Ensure trust fulfils data management and processing requirements 	<ul style="list-style-type: none"> Set trust data protection policies & processes Support academy data & IT delivery 	<ul style="list-style-type: none"> Follow trust data protection policies & processes 	Monitor that trust data protection policies and processes are being followed
Our staff and students				
7. Recruitment, HR & employee relations (FAC)	<ul style="list-style-type: none"> Approve recruitment strategy, policy & staffing structures Appoint & manage CEO & SLG members Approve all HR policies, pay terms, employment contracts Ensure trust fulfils SCR requirements 	<ul style="list-style-type: none"> Set recruitment strategy and procedures Determine strategic & academy-level staffing structures Appoint and manage HTs & central staff Set all HR policies, pay terms & employment contracts Ensure trust fulfils SCR requirements 	<ul style="list-style-type: none"> Recruit, appoint & manage academy staff Follow all OA recruitment & HR policies and procedures inc. SCR requirements 	<ul style="list-style-type: none"> Support development & review academy staffing structure Input into performance management of senior staff
8. Safeguarding (EPS)	<ul style="list-style-type: none"> Approve safeguarding policy Appoint safeguarding lead trustee Ensure trust fulfils safeguarding requirements 	<ul style="list-style-type: none"> Set safeguarding policy & practices Organise annual safeguarding audit programme in each academy 	<ul style="list-style-type: none"> Follow safeguarding policy & practices Make referrals to agencies 	<ul style="list-style-type: none"> Advise on statutory compliance Appoint link member for safeguarding
9. Admissions & exclusions (EPS)	<ul style="list-style-type: none"> Accountable for legal requirements Approve admissions framework Establish and authorise independent appeals panels 	<ul style="list-style-type: none"> Set admissions framework Set guiding principles for fair access/ in year placement protocols; in line with entry criteria Set exclusion policy 	<ul style="list-style-type: none"> Responsible for implementation of admissions Participate and negotiate with LA over local fair access/in year placement protocols – and then implement 	<ul style="list-style-type: none"> Consider decisions by HT to exclude pupils Sit on exclusion appeals panels
Finance, internal controls and premises management				
10. Governance, risk & audit (further detail in	<ul style="list-style-type: none"> Set trust governance practices, policy framework & approach to risk 	<ul style="list-style-type: none"> Develop trust governance practices, complaints procedures, policy framework & approach to risk 	<ul style="list-style-type: none"> Follow governance & complaints procedures Meet internal reporting and audit inspection requirements 	<ul style="list-style-type: none"> Advise on risks in operation of academy esp. events that may escalate into public domain

Operational Area	Trust Board	CEO (with SLG)	Headteacher	AAB
MAT board & AAB handbooks)	<ul style="list-style-type: none"> • Appoint internal & external auditors (to be approved by Members) • Approve and monitor risk management strategy, controls, internal & external audit strategy • Appoint/remove AAB members, alter powers & establish committees 	<ul style="list-style-type: none"> • Design internal controls, procedures, risk management strategies & reporting requirements for academies • Supervise auditing of accounts 	<ul style="list-style-type: none"> • Maintain an effective risk management process within the academy 	
11. Financial management, contingencies & reserves (FAC)	<ul style="list-style-type: none"> • Approve & monitor trust business plan, budget, reserves & contingency plans • Oversee income generation activities and use of funds 	<ul style="list-style-type: none"> • Propose trust business plan, budget, reserves & contingency plans • Produce trust & academy accounts • Enter into contracts in line with agreed limits 	<ul style="list-style-type: none"> • Propose AIP, budget, reserves & contingency plans • Expend funds in line with budget and financial regulations approved by trust board • Deliver regular management accounts 	<ul style="list-style-type: none"> • Advise on use of academy finances, particularly use of resources vs. education plans • Advise on pupil premium expenditure and its impact
12. Premises, health & safety (EPS)	<ul style="list-style-type: none"> • Ensure trust fulfils H&S requirements • Ensure trust fulfils procurement regulations • Ensure trust maintains buildings and facilities in line with legal obligations • Responsible for lettings and use of academy buildings 	<ul style="list-style-type: none"> • Strategically manage trust estate • Deliver H&S/Premises support to academies • Lead on capital bids & allocations • Deliver buildings and facilities management arrangements • Develop proposals for disposals/acquisition of land 	<ul style="list-style-type: none"> • Manage lettings and use of academy buildings • Responsible for implementation of H&S policies and procedures 	<ul style="list-style-type: none"> • Advise on locally led procurement

OA Scheme of Delegation

The delegated responsibilities within OA are outlined in this table. The table shows which tier(s) of governance are **Responsible**, **Accountable**, **Supporting**, **Consulted**, or **Informed** for each of the twelve key areas of delivery, and when and how these delegations are discharged. The **Informed** category in this context reflects the role of the Trustee Board and AABs to monitor, challenge and support the quality of delivery by the CEO (with SLG) and HTs in various delivery areas. This table aligns with the OA annual governance planner milestones within the annual business plan and can be used to track progress throughout the academic year.

The terms used should be given their common meaning but for the avoidance of doubt an explanation of their meaning are:

- **Accountable:** the individual/group that has primary responsibility for ensuring the particular task is completed/signed off and determining how the Trust and/or academies (as appropriate) should undertake the task including defining appropriate milestones and targets to be reported against
- **Responsible:** the individual/group that has responsibility for undertaking defining the particular task delegated to them and reporting on its delivery at suitable intervals. In the case of the CEO, this will be at Trust level. In the case of the headteacher this will be at academy level.
- **Consulted:** the individual/group that should be consulted for their views as part of the process of completing a particular task
- **Supporting:** the individual/group that offers input or challenge to a process, procedures or provision
- **Informed:** the individual/group that needs to be informed

Delivery Area	Trust Board (lead cttee where relevant FAC/EPS)	CEO (with SLG)	Headteacher	AAB
Our strategy, framework & partnerships				
1. Vision, values & growth				
Determine & fulfil trust vision and ethos	Accountable for trust vision statement and values	Responsible for development and review of trust vision statement and values	Responsible for implementation of trust vision statement and values within each academy, incorporating the unique character of the local community as appropriate	Support with monitoring implementation of trust vision statement and values at academy level,
	Approve any revisions as appropriate	As appropriate	Ongoing	Ongoing

Delivery Area	Trust Board (lead cttee where relevant FAC/EPS)	CEO (with SLG)	Headteacher	AAB
Growth strategy - establish academies (take existing schools into trust/open new), and develop new projects and programmes	Accountable for agreeing the growth strategy as part of business plan and approving schools joining the trust or projects such as outreach and commissioned services	Responsible for researching, identifying and sourcing new schools and projects Work with RSCs to explore feasibility Advise on and manage the joining process of new schools, including due diligence & identifying risks and areas for improvement Establish Transition Boards/AABs		
	As opportunities arise	As opportunities arise		
Determine and oversee existing academy expansion	Accountable - approves any new schools joining the MAT, expansion of existing academies and development of projects	Responsible for development of expansion proposals ensuring due diligence completed including existing academy expansions	Support with provision of data for existing academy expansion, including risk analysis	Support and challenge and input into existing academy expansion
2. Strategy, monitoring & benchmarks				
Develop trust business plan	Accountable – approval of business plan	Responsible - write and develop business plan & facilitate communications	Informed - receive the trust’s key priorities for the academic year	Informed of the trust’s key priorities for the academic year
	Annually in July	Annually in July	Annually in autumn	Annually in autumn
Implement trust business plan	Accountable - monitor & support CEO	Responsible - implementation, reporting & in-year updates	Responsible – implementation of key priorities for the trust within each academy	Supports key priorities for the trust
	CEO reports 4 x year	CEO reports 4 x year		
Consider in-year additions to business plan	Accountable - consider proposals from CEO and make decisions accordingly	Responsible - develop proposals on in-year additions		
	In response to need/opportunity	In response to need/opportunity		
Write SEF and AIP	Accountable - receive as part of CEO report (EPS)	Support - academies with SEF and AIP	Responsible - write SEF and AIP	Support – advise on SEF and AIP
	Annually in autumn	End June	End June	First meeting Autumn

Delivery Area	Trust Board (lead cttee where relevant FAC/EPS)	CEO (with SLG)	Headteacher	AAB
Implement SEF and AIP		Supporting - monitor, support and challenge HTs with implementation of SEF and AIP	Responsible - implement, monitor & report on SEF and AIP	Support - monitor and challenge on SEF and AIP, with focus on outcomes, performance, and curriculum priorities
		Ongoing	Regular HT reports & updates	Regular HT reports
Arrange system of central support for academies	Accountable - approve as part of business plan	Responsible - advise on/facilitate/provide operational & management support to academies across delivery areas	Consulted - agree individual academy central support needs	
	Annually in autumn	Ongoing basis	Regular HT meetings	
Implement & review system for academy benchmarking (finance & education)	Informed - monitor effectiveness of academies & HTs as part of CEO reports and annual budget setting	Responsible – development of benchmarking system, monitoring, support and challenge of the effectiveness of academies and HTs, intervening as necessary	Responsible - reviewing academy standards against local and national standards; ensuring balanced budget	Supporting - HT in providing scrutiny of academy education performance
	CEO reports 4 x year; annual budget setting	CEO reports 4 x year	5 x data collection points	HT reports
3. Communications and community (see comm'ns guide and strategy including crisis communications plan)				
Develop & support partnerships to further business plan	Supporting - act as ambassadors for OA, developing corporate and strategic partnerships as opportunities arise	Responsible - develop overall strategy & aims; develop relationships with govt, regulators & service providers; strategic relationships with LAs and commissioners, and schools	Supporting – develop and maintain relationships with LAs, local agencies, schools & community	Supporting - develop links to community and other agencies/schools in line with trust vision
	Ongoing basis	Ongoing basis	Ongoing basis	Ongoing basis
Develop profile and reputation of OA	Accountable - approve any changes to overall OA brand Responsible – promote and build OA reputation in line with strategy	Responsible - set and monitor use of communication guidelines, lead on building OA reputation, manage all trust and academy media engagement	Responsible - follow the OA communications strategy Ensure academy communications up to date and relevant, inc. website, newsletters, social media	Supporting - act as ambassadors to community and engage with local authorities and other heads
	As needed	Ongoing basis	Ongoing basis	Ongoing basis

Delivery Area	Trust Board (lead cttee where relevant FAC/EPS)	CEO (with SLG)	Headteacher	AAB
Fundraising	Accountable – approve fundraising and corporate partnership development strategies	Responsible – deliver fundraising strategy and bids as appropriate	Responsible – provide ideas and information for fundraising projects within each academy	
	Annual review	Annual and ongoing	As needed	
Implement robust crisis comm’ns	Accountable - provide leadership in crisis comm’ns	Responsible - establish and lead OA comm’ns crisis team	Supporting - participate in crisis comm’ns	Supporting - Chair to participate in crisis comm’ns
	As needed	As needed	As needed	As needed
Manage central inspections	Accountable - represent trust governance	Responsible - manage process; represent trust executive leaders		
	In event of inspection	In event of inspection		
Manage academy inspections	Accountable - represent trust governance	Supporting – set up and support academy preparedness & process, and represent Exec Team	Responsible - set process; represent academy team	Supporting - represent academy governance
	In event of inspection	In event of inspection	In event of inspection	In event of inspection
Parent/Carer engagement	Informed – build an understanding of parent/carers engagement within academies	Supporting – monitor trends in engagement	Responsible - oversee parent/carers engagement strategies	Informed - review and receive feedback on parental engagement
	CEO report	Ongoing basis	Ongoing basis	Ongoing
Promote inter-school collaboration		Responsible - determine, coordinate and approve internal and external collaboration and school partnerships	Responsible - make use of and develop collaboration for sharing efficiencies/best practice between schools in & outside trust	Supporting - promote benefits of collaboration for sharing efficiencies/best practice between schools in & outside trust
		Throughout academic year	Throughout academic year	Throughout academic year
Our educational delivery & performance				
4. Educational performance and standards				
Set targets for academies	Accountable - approve as part of business plan	Responsible – discuss and agree academic targets with individual academies	Responsible - set academic targets in agreement with DA prior to submission to SLG and MAT board	Informed - receive academic targets
	Annually July	Annually by end June	Annually by end June	Annually: autumn meeting

Delivery Area	Trust Board (lead cttee where relevant FAC/EPS)	CEO (with SLG)	Headteacher	AAB
Set strategies to improve outcomes	Accountable – ensure appropriate level of support, challenge and intervention to support delivery of outcomes	Responsible - deliver academy improvement support	Responsible - set, deliver & report on strategies	Supporting – advise and support and question improvement strategies
	Throughout academic year	Throughout academic year	Throughout academic year	Throughout academic year
Review progress on targets	Informed - monitor educational performance	Informed - monitor and interrogate data	Responsible - review progress towards academic targets and report to SLG and AAB	Informed – monitor pupil progress and question/support accordingly
	4 x CEO reports	Periodically & through 4 x CEO reports	Ongoing	HT reports & updates
Moderate standards across academies		Responsible - external reviews of academies (commissioned or SLG led)	Responsible - ongoing within the academy and reported to AAB	
		Annually in summer term	Annually in summer term	
5. Curriculum, enrichment and pupil wellbeing				
Develop and implement trust curriculum (EPS)	Accountable - approve as part of business plan	Responsible - develop broad and balanced trust curriculum	Responsible - Implement trust curriculum & enrichment activities	Supporting - advise on and question implementation of trust curriculum & enrichment activities
	Annually in autumn	Review & refine annually in summer	Throughout academic year	Throughout academic year
Oversee pupil destinations and reintegrations (EPS)	Accountable - monitor pupil destinations and pupil reintegrations	Responsible - monitor and interrogate pupil destinations and reintegrations	Responsible - set and report on pupil destinations targets and reintegrations	Informed - monitor destinations data and reintegrations
	As part of CEO report in June	Throughout academic year	Annually in May (destinations) HT reports (reintegrations)	Annually in May (destinations) HT reports (reintegrations)
Set and embed trust approach to pupil wellbeing (EPS)	Accountable - for pastoral requirements laid out in statutory guidance and in keeping with OA values and ethos	Responsible - develop and review trust and academy approach to wellbeing including Olive behaviour model, attendance and inclusion.	Responsible - embed academy approach to wellbeing including Olive behaviour model, attendance and inclusion.	Supporting – and provide challenge on academy approach to wellbeing including Olive behaviour model, attendance, and inclusion

Delivery Area	Trust Board (lead cttee where relevant FAC/EPS)	CEO (with SLG)	Headteacher	AAB
				Meet with OA students as appropriate to celebrate achievements and discuss challenges
	Reviewed annually	CEO report x 4	HT report x 6	HT report x 6 As appropriate
Set term dates and INSETs		Responsible – for setting term and INSET dates across the trust At least one year in advance (term dates) and by end July (INSET)	Responsible – for setting academy assigned INSET days and ensuring staff and students are aware	
Support for young people with special educational needs (EPS)	Accountable - ensure legal requirements for children with special needs are met and support for learning provided	Responsible – overseeing and monitoring provision of support for children with SEN and providing additional support as required	Responsible – overseeing and monitoring provision of support within the academy	Supporting – how SEN needs are met at each academy
	Reviewed annually	CEO report x 4	HT report	HT report
Pupil premium – appropriate use of resource in meeting needs of young people (EPS)	Accountable - appropriate use of resource in meeting needs of young people in receipt of PPG	Responsible – overseeing and monitoring use of PPG across the trust	Responsible – overseeing and monitoring use of PPG within the academy	Supporting – review and challenge value for money/ROI in terms of educational outcomes and narrowing the achievement gap
	Reviewed annually	CEO report x 4	Strategy report and HT report	HT report
6. Data management across the trust				
Set data input structures (EPS)		Responsible - set data input structures for academy and provide data management support Review & refine annually in summer		
Academy data (EPS)		Supporting – collection of academy data Throughout academic year	Responsible - collect and collate academy data Throughout academic year	Supporting - monitor and interrogate academy data HT report

Delivery Area	Trust Board (lead cttee where relevant FAC/EPS)	CEO (with SLG)	Headteacher	AAB
Fulfil data protection (DP) requirements (EPS)	Accountable - approve DP policy	Responsible - set trust DP policy	Responsible - follow trust DP policy	Supporting – provide a check that trust DP policies and processes are being followed
	On three-year cycle	Review & refine on three-year cycle	Throughout academic year	
Manage FOI requests (EPS)		Accountable - respond to FOI requests in accordance with policy	Responsible - provide information for FOI requests where relevant	
		As requested		
Our staff and students				
7. Recruitment, HR & employee relations				
Set trust recruitment strategy & processes (in line with safeguarding requirements) (P&R sub cttee)	Accountable - approve recruitment strategy & policy including safer recruitment practices	Responsible - set trust recruitment strategy, policy & processes (following safeguarding requirements)	Responsible - follow trust recruitment strategy, policy & processes in line with safeguarding requirements	
	On three-year cycle	Review & refine on three-year cycle	Throughout academic year	
Determine trust & academy staff structures (FAC)	Accountable - approve as part of annual budget	Responsible – through liaison at local level, develop & identify where collaboration can lead to improvement/efficiencies	Responsible - propose academy staffing structure in line with budget considerations	Supporting - CEO & HT in development & review of academy staffing structure in line with curriculum requirements
	Annually in summer	Annually in summer	Annually in summer	Annually in summer
Appoint and dismiss CEO	Accountable & Responsible - appoint through agreed process			
	As required			
Appoint other exec leaders in SLG	Accountable – participate in panels	Responsible - appoint through agreed process		
	As required	As required		
Performance manage & appraise CEO and SLG members	Accountable - undertake management & appraise			
	Meeting, mid-year & annual appraisal			

Delivery Area	Trust Board (lead cttee where relevant FAC/EPS)	CEO (with SLG)	Headteacher	AAB
Appoint headteachers	Supporting – representation on interview panels	Accountable - lead recruitment and decision maker (as chair of panel)		Supporting - AAB representation on panel
	As appointments take place	As appointments take place		As appointments take place
Performance manage & appraise heads		Responsible - Undertake management & appraisal		Supporting - AAB member to appraise with CEO & DA
		Meetings & annual appraisal		
Appoint wider staff team		Responsible - recruit & appoint central staff	Responsible - recruit & appoint academy staff to the agreed structure Ensure approvals are obtained prior to recruitment from relevant parties	
		Responsible - agree and approve all recruitment in academies in line with recruitment procedures: DoA & FDC sign off		
		Responsible SLT within academy – DoA with HTs approves process and recommends decision to SLG, DoA on interview panel for DHT	Responsible – with DoA recruit and recommend appointment of SLT members to SLG	
		As appointments take place	As appointments take place	
Manage & appraise wider staff team		Responsible - undertake management & appraisal of central staff	Responsible - manage and appraise academy staff	Informed - receive reports
		Throughout academic year	Report on performance management (PM) Throughout academic year	
			HT reports inc. annual PM report	
Set trust HR policies & employment contracts (EPS)	Accountable - approve all HR policies & framework for employment contracts	Responsible - set trust HR policies & practices; deliver academy HR support; negotiate with unions as necessary; manage HR adviser contract	Responsible - implement & comply with Trust HR policies & practices including pay terms & employment contracts	

Delivery Area	Trust Board (lead cttee where relevant FAC/EPS)	CEO (with SLG)	Headteacher	AAB
	On three-year cycle (unless legislation requires an earlier review)	Review & refine on three-year cycle; throughout academic year	Throughout academic year	
Set pay and remuneration for staff (P& R sub cttee, FAC)	Responsible for setting pay and remuneration terms for all staff	Responsible for reviewing and recommending pay and remuneration conditions for all staff Approval of any exception in line with procedures	Responsible - for proposing any exceptions to agreed pay and remuneration terms for individual posts, and for recommending pay progression as part of annual PM cycle	
	Annually as part of budget setting	Annually As cases arise	As cases arise	
Set executive pay and remuneration (executive remuneration cttee)	Responsible for setting decision making procedures for exec pay and taking decisions on individual pay for SLG (inc. CEO)			
	Annually by end calendar year			
Ensure trust fulfils SCR requirements	Accountable - ensure SCR requirements are fulfilled	Responsible - deliver SCR support to academies	Responsible - follow SCR requirements	Supporting - monitor that SCR requirements are fulfilled
	4 x CEO reports	Throughout academic year	Throughout academic year	Throughout academic year
Manage claims/ disputes with staff	Informed of high-risk cases	Responsible - manage for central staff and HTs. Notify insurers and/or ESFA if panel required (all cases)	Responsible - manage for academy staff, including liaison with CEO	Supporting - follow HR advice and participate in panels as required
	As cases arise	As cases arise	As cases arise	As cases arise
Undertake disciplinary investigation	Responsible - trust board leads in event of CEO disciplinary	Responsible - CEO leads in event of SLG member or HT disciplinary	Responsible – HT lead in case of academy staff in line with trust procedures except in cases where they may be a conflict of interest	Supporting - participate in panels as required

Delivery Area	Trust Board (lead cttee where relevant FAC/EPS)	CEO (with SLG)	Headteacher	AAB
			in which case carried out by member of SLG	
	As cases arise	As cases arise	As cases arise	
Make disciplinary decisions	Responsible – trustees other than chair are decision-makers in case of CEO and other leaders including HT	Responsible CEO (if chair of panel) recommends decision in event of SLG member or HT Responsible - SLG is decision-maker in case of all other staff	Responsible – HT (if chair of panel) recommends decision to SLG in case of academy staff except in cases where they may be a conflict of interest in which case carried out by member of SLG	Supporting - participate in panels as required
	As cases arise	As cases arise	As cases arise	
Hear appeals on disciplinary matters	Responsible - chair leads for CEO, SLG member, HT, SLT within academies inc. business manager	Responsible CEO (should be impartial) leads - for all other academy staff members		Supporting - participate in panels as required
	As cases arise	As cases arise		
Approval of higher-cost appointments/ resignations (FAC)	Responsible FAC approve appointments that take Trust over budget. Approve exceptional payments. Approve severance payments between £10k and £20k. Responsible Board approve severance payments over £20k. Approve annual staff plan and staff restructures including redundancy plans.	Responsible - approve e.g. retirement, settlement of claims/grievances, severance pay up to £10k, redundancies (refer to finance manual and HR policies for delegated levels)	Supporting - seek advice from HR and make recommendations to CEO	
	As cases arise	As cases arise		
Arrange & deliver staff CPD and wellbeing	Accountable - review and monitor trust approach to staff CPD and wellbeing strategy	Responsible - deliver academy CPD support and wellbeing strategy	Responsible – prepare a tailored CPD plan linked to AIP within available budget and ensure implementation of wellbeing initiatives within academy	Informed - advise and monitor staff CPD and wellbeing strategy
		Throughout academic year	Throughout academic year	HT reports & updates

Delivery Area	Trust Board (lead cttee where relevant FAC/EPS)	CEO (with SLG)	Headteacher	AAB
8. Safeguarding (SG)				
Set trust safeguarding policy & procedures in line with legal guidelines (EPS)	Accountable - approve safeguarding policy	Responsible - set trust safeguarding policies & practices and promote culture of responsibility around SG Organise safeguarding audit programme in each academy	Responsible - adopt and implement trust safeguarding policies & practices	Responsible - ensure aware of safeguarding policies and advise on statutory compliance
	Annually in July	Review & refine on annual cycle	Throughout academic year	Throughout academic year
Appoint trust & academy safeguarding leads (EPS)	Accountable – appoint link trustee for safeguarding	Responsible - ensure SG leads in place; appoint trust SG lead	Responsible - appoint DSL, ensure Child Protection training is completed on an annual basis by all academy staff	Supporting - appoint link member for safeguarding
	Annually as part of policy update	Annually as part of policy update	Ongoing	Ongoing
Make & report on referrals to agencies	Accountable - ensure all academies are compliant	Supporting – provide advice on at-risk cases and engagement of LA	Responsible – discuss at-risk cases with PDBW lead for trust, involving the LA Designated Officer and social care as appropriate Ensure referrals are made in line with obligations laid out in guidance	Informed - chair receives update from HT on any at-risk cases and CP referrals
	Throughout academic year	Throughout academic year	Throughout academic year	Throughout academic year
9. Admissions & Exclusions				
Set admissions framework	Accountable - approve admissions framework	Responsible - set & review policy & practices – ensure clarity of guiding principles for fair access/in-year placement protocols Work with LAs and school leaders to set the vision and entry criteria for each academy	Responsible - input into academy policy & practices in partnership with heads and LA Participate and negotiate with LA over local fair access/in-year placement protocols – and then implement	Consulted - input into academy policy & practices

Delivery Area	Trust Board (lead cttee where relevant FAC/EPS)	CEO (with SLG)	Headteacher	AAB
		Responsible for any exceptions made to admissions criteria		
	On annual cycle or dependent on LA requirements	On annual cycle or dependent on LA requirements	On annual or dependent on LA requirements	On annual cycle or dependent on LA requirements
Set exclusions policy & practices	Accountable - approve exclusions policy	Responsible - develop & propose policy & practices	Consulted - input into academy policy & practices	Informed - receive exclusions policy
	Review exclusion figures	Monitor fixed term and permanent exclusions	Responsible – report on fixed term exclusions	Supporting – review fixed term exclusion figures
	On three-year cycle	On three-year cycle	On three-year cycle	As updated
Make decision on exclusions	Annually as part of CEO report	Throughout year	HT reports	HT report
			Accountable – make decision on permanent exclusion and convene AAB panel to review decision	Responsible - make on fixed-term basis
			As required	As required
Our approach to finance, internal controls & premises management				
10. Governance, risk & audit (further info in MAT board and AAB handbooks)				
Appointment of members, trustees and committee members	Responsible recruitment of trustees/members and ensuring right skills are in place	Responsible – implementation of recruitment as required		
	Accountable – NB MEMBERS are ultimately responsible for appointment of trustees and members			
	Annual review	As required		
Set trust governance policies & practices	Accountable - approve all governance policies and ensure compliance	Responsible - develop trust governance policies & practices and ensure compliance		
	On three-year cycle or as needed	Review & refine on three-year cycle or as needed		

Delivery Area	Trust Board (lead cttee where relevant FAC/EPS)	CEO (with SLG)	Headteacher	AAB
Set trust policy framework	Accountable - approve policy framework	Responsible - develop trust policy framework	Responsible - contribute to and implement trust policies within academy	Informed - advise on trust policies According to three-year cycle
	On three-year cycle	Review & refine on three-year cycle		
Appoint lawyers & approve retainer	Accountable - approve to ensure proper advice is available to trust & academies	Responsible - develop & propose legal retainer		
	On three-year cycle	Review & refine on three-year cycle		
Set trust approach to risk & risk mitigation	Accountable - approve risk management policy including annual statement of compliance; identify & oversee mitigation of risks to trust & academies	Responsible - develop trust approach to risk, including delivering mitigation actions required by trust board and escalating any concerns to the board	Responsible - implement trust risk management policy, including annual statement of compliance & academy-specific controls needed	
	Review trust risk register and take action accordingly			
	On three-year cycle Quarterly reports to EPS and FAC	Review & refine on three-year cycle Quarterly reports to EPS and FAC		
Ensure insurance/risk protection is in place	Accountable - approve insurance arrangements	Responsible - arrange insurance/risk protection	Responsible - ensure protection is in place for academy, including all limitations	
	On three-year cycle	Review & refine on three-year cycle		
Notify ESFA/insurers where loss is suffered/threatened	Accountable should serious event take place in academies	Responsible - liaise with insurers/ESFA	Responsible - inform the CEO and chair of AAB immediately should serious event take place in academy	Supporting - the HT, advise the CEO should serious event take place in academy
	As events arise	As events arise		
Set complaints policy & procedures	Accountable - approve complaints policy	Responsible - write complaints policy	Responsible - follow complaints policy & practices	

Delivery Area	Trust Board (lead cttee where relevant FAC/EPS)	CEO (with SLG)	Headteacher	AAB
	On three-year cycle	Review & refine on three-year cycle	As required	Supporting - review and assess complaints as required
Set internal controls & finance procedures	Accountable - approve procedures	Responsible - determine internal controls & procedures	Responsible - follow controls & procedures	
	On three-year cycle	Review & refine on three-year cycle	Throughout academic year	
Approve internal auditors & audit plan	Accountable - formally approve auditors & plan	Responsible - propose auditors & co-develop plan	Responsible - implement all recommendations	
	On three-year cycle	On three-year cycle		
Set external audit strategy i.e. accounts	Accountable – recommend appointment of auditors to Members; approve plan	Responsible -propose auditors & audit plan	Responsible - implement all recommendations	
	On three-year cycle; annual plan	On three-year cycle; annual plan		
Appoint/remove AAB members	Accountable approve appointments; remove if not fulfilling expectation	Responsible CEO to recruit AAB members and chairs		Consulted - chair to advise and make recommendations to CEO re appointments and removals of AAB members
	As required	As required		As required
Set and alter AAB powers	Responsible - alter in line with risk-led approach	Supporting - CEO to make recommendations to board as appropriate		Consulted - cooperate in event of alteration
	As required			As required
Establish board committees	Accountable - establish board committees	Responsible - recommend committee structure		
	As required	As required		
Undertake regular skills audit	Responsible - undertake skills audit	Responsible - lead skills audit process		Responsible - undertake skills audit
	Annually in summer	Annually in summer		Annually in summer
Provision of governance related training and guidance	Supporting – participate and engage	Responsible – provision of training and information to trustees and AAB members		Supporting – participate and engage
	Ongoing	Ongoing		Ongoing

Delivery Area	Trust Board (lead cttee where relevant FAC/EPS)	CEO (with SLG)	Headteacher	AAB
11. Financial management, contingencies & reserves (to be read in conjunction with Finance manual)				
Set trust finance policies & procedures in line with legal requirements (FAC)	Accountable - approve all relevant finance policies & procedures	Responsible - set trust finance policies & practices; deliver academy finance support	Responsible - implement trust finance policies	Supporting - advise on use of academy finances, particularly use of resources vs. education plans Advise on pupil premium expenditure and its impact HT reports at AABs
	On annual cycle	Review & refine on annual cycle; throughout academic year	Throughout academic year	
Approve trust & academy business plan & budget (FAC)	Accountable - approve plan, budget & reserves, top slice, targets & contingency plans	Responsible - put forward plan, budget, reserves, targets & contingency plans, including setting top slice & advising academies	Responsible - propose AIP, budget & reserves	
	Annually in summer	Annually in summer	Annually in summer	
Produce management accounts (FAC)	Accountable - review performance vs budget	Responsible - collate management accounts Responsible - Monitor performance vs budget in line with risk policies & Financial Regulations Manual	Responsible - produce management accounts; expend funds in line with budget & Financial Regulations Manual	
	Monthly basis	Monthly basis	Monthly basis	
Produce trust annual accounts/statements (FAC)	Accountable - approve annual accounts	Responsible - lead & facilitate production of accounts for approval	Responsible – produce academy accounts and facilitate academy audits	
	Annually by end December	Annually in autumn	Annually in autumn	
Enter into contracts on behalf of trust	Accountable - approve contracts in line with agreed limits	Responsible - sign contracts in line with agreed limits	Responsible - sign contracts in line with agreed limits and budget	Supporting - advise on locally led procurement
	Throughout academic year	Throughout academic year	Throughout academic year	Throughout academic year
Oversee use of generated income	Accountable - ensure in line with trading laws	Responsible for systems and processes to ensure compliance		
	Throughout academic year	Throughout academic year		
12. Premises, Health & Safety (H&S)				

Delivery Area	Trust Board (lead cttee where relevant FAC/EPS)	CEO (with SLG)	Headteacher	AAB
Set trust H&S policies & procedures in line with legal requirements (EPS)	Accountable - approve all relevant H&S policies & procedures Receive annual H&S reports	Responsible - write H&S policies & procedures; deliver H&S support to academies Ensure H&S audit cycle in place	Responsible - implement Trust H&S policies & procedures; annual H&S report to AAB	Supporting - monitor compliance
	Annual report to EPS	Review & refine on three-year cycle; throughout academic year	Throughout academic year	Throughout academic year
Strategically manage trust estate	Accountable - approve estates & capital plans	Responsible - develop trust estates & capital plan in line with curriculum & H&S needs	Responsible - support on estates & capital plan relevant to academy	
	On three-year cycle	On three-year cycle	On three-year cycle	
Maintenance & care of buildings	Accountable for building safety	Responsible - identify maintenance priorities and bid for funding	Responsible - identify maintenance needs and report to CEO	
	Throughout academic year	Annual	Throughout academic year	
Develop capital bids & allocations	Accountable - approve capital allocations	Responsible - lead on capital allocations & bids		
	Annually in autumn	Throughout academic year		
Manage lettings	Accountable - approve lettings policy	Supporting – oversee and advise on academy lettings across the trust	Responsible - manage academy lettings & use of academy buildings	
	On three-year cycle		Throughout academic year	
Manage disposal/ acquisition of land	Accountable - approve proposals	Responsible - propose & manage process		
	As required	As required		