

## Olive Academies scheme of delegation – October 2020



Olive Academies

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

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

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

## 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
<b>Our strategy, framework &amp; partnerships</b>				
<b>1. Vision, values &amp; growth</b>				
Determine & fulfil trust vision and ethos	<b>Accountable</b> for trust vision statement and values	<b>Responsible</b> for development and review of trust vision statement and values	<b>Responsible</b> for implementation of trust vision statement and values within each academy, incorporating the unique character of the local community as appropriate	<b>Support</b> 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	<b>Accountable</b> for agreeing the growth strategy as part of business plan and approving schools joining the trust or projects such as outreach and commissioned services	<b>Responsible</b> 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	<b>Accountable</b> - approves any new schools joining the MAT, expansion of existing academies and development of projects	<b>Responsible</b> for development of expansion proposals ensuring due diligence completed including existing academy expansions	<b>Support</b> with provision of data for existing academy expansion, including risk analysis	<b>Support</b> and challenge and input into existing academy expansion
<b>2. Strategy, monitoring &amp; benchmarks</b>				
Develop trust business plan	<b>Accountable</b> – approval of business plan	<b>Responsible</b> - write and develop business plan & facilitate communications	<b>Informed</b> - receive the trust's key priorities for the academic year	<b>Informed</b> 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	<b>Accountable</b> - monitor & support CEO	<b>Responsible</b> - implementation, reporting & in-year updates	<b>Responsible</b> – implementation of key priorities for the trust within each academy	<b>Supports</b> key priorities for the trust
	CEO reports 4 x year	CEO reports 4 x year		
Consider in-year additions to business plan	<b>Accountable</b> - consider proposals from CEO and make decisions accordingly	<b>Responsible</b> - develop proposals on in-year additions		
	In response to need/opportunity	In response to need/opportunity		
Write SEF and AIP	<b>Accountable</b> - receive as part of CEO report ( <b>EPS</b> )	<b>Support</b> - academies with SEF and AIP	<b>Responsible</b> - write SEF and AIP	<b>Support</b> – 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		<b>Supporting</b> - monitor, support and challenge HTs with implementation of SEF and AIP	<b>Responsible</b> - implement, monitor & report on SEF and AIP	<b>Support</b> - 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	<b>Accountable</b> - approve as part of business plan	<b>Responsible</b> - advise on/facilitate/provide operational & management support to academies across delivery areas	<b>Consulted</b> - agree individual academy central support needs	
	Annually in autumn	Ongoing basis	Regular HT meetings	
Implement & review system for academy benchmarking (finance & education)	<b>Informed</b> - monitor effectiveness of academies & HTs as part of CEO reports and annual budget setting	<b>Responsible</b> – development of benchmarking system, monitoring, support and challenge of the effectiveness of academies and HTs, intervening as necessary	<b>Responsible</b> - reviewing academy standards against local and national standards; ensuring balanced budget	<b>Supporting</b> - 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
<b>3. Communications and community</b>				
Develop & support partnerships to further business plan	<b>Supporting</b> - act as ambassadors for OA, developing corporate and strategic partnerships as opportunities arise	<b>Responsible</b> - develop overall strategy & aims; develop relationships with govt, regulators & service providers; strategic relationships with LAs and commissioners, and schools	<b>Supporting</b> – develop and maintain relationships with LAs, local agencies, schools & community	<b>Supporting</b> - 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	<b>Accountable</b> - approve any changes to overall OA brand <b>Responsible</b> – promote and build OA reputation in line with strategy	<b>Responsible</b> - set and monitor use of communication guidelines, lead on building OA reputation, manage all trust and academy media engagement	<b>Responsible</b> - follow the OA communications strategy Ensure academy communications up to date and relevant, inc. website, newsletters, social media	<b>Supporting</b> - 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	<b>Accountable</b> – approve fundraising and corporate partnership development strategies	<b>Responsible</b> – deliver fundraising strategy and bids as appropriate	<b>Responsible</b> – provide ideas and information for fundraising projects within each academy	
	Annual review	Annual and ongoing	As needed	
Manage decision making in event of crisis/emergency	<b>Accountable</b> - provide leadership and take decisions regarding academy closure (Chair and Vice Chair)	<b>Responsible</b> – manage response to crisis and advise Trust Board on recommended actions	<b>Responsible</b> – take action in line with business continuity procedures	<b>Supporting</b> – with local context and advise
	As needed	As needed	As needed	As needed
Implement robust crisis comm’ns	<b>Accountable</b> - provide leadership in crisis comm’ns	<b>Responsible</b> - establish and lead OA comm’ns crisis team	<b>Supporting</b> - participate in crisis comm’ns	<b>Supporting</b> - Chair to participate in crisis comm’ns
	As needed	As needed	As needed	As needed
Manage central inspections	<b>Accountable</b> - represent trust governance	<b>Responsible</b> - manage process; represent trust executive leaders		
	In event of inspection	In event of inspection		
Manage academy inspections	<b>Accountable</b> - represent trust governance	<b>Supporting</b> – set up and support academy preparedness & process, and represent Exec Team	<b>Responsible</b> - set process; represent academy team	<b>Supporting</b> - represent academy governance
	In event of inspection	In event of inspection	In event of inspection	In event of inspection
Parent/Carer engagement	<b>Informed</b> – build an understanding of parent/carers engagement within academies	<b>Supporting</b> – monitor trends in engagement	<b>Responsible</b> - oversee parent/carers engagement strategies	<b>Informed</b> - review and receive feedback on parental engagement
	CEO report	Ongoing basis	Ongoing basis	Ongoing
Promote inter-school collaboration		<b>Responsible</b> - determine, coordinate and approve internal and external collaboration and school partnerships	<b>Responsible</b> - make use of and develop collaboration for sharing efficiencies/best practice between schools in & outside trust	<b>Supporting</b> - promote benefits of collaboration for sharing efficiencies/best practice between schools in & outside trust
		Throughout academic year	Throughout academic year	Throughout academic year
<b>Our educational delivery &amp; performance</b>				
<b>4. Educational performance and standards</b>				

Delivery Area	Trust Board (lead cttee where relevant FAC/EPS)	CEO (with SLG)	Headteacher	AAB
Set targets for academies	<b>Accountable</b> - approve as part of business plan	<b>Responsible</b> – discuss and agree academic targets with individual academies	<b>Responsible</b> - set academic targets in agreement with DA prior to submission to SLG and MAT board	<b>Informed</b> - receive academic targets
	Annually July	Annually by end June	Annually by end June	Annually: autumn meeting
Set strategies to improve outcomes	<b>Accountable</b> – ensure appropriate level of support, challenge and intervention to support delivery of outcomes	<b>Responsible</b> - deliver academy improvement support	<b>Responsible</b> - set, deliver & report on strategies	<b>Supporting</b> – advise and support and question improvement strategies
	Throughout academic year	Throughout academic year	Throughout academic year	Throughout academic year
Review progress on targets	<b>Informed</b> - monitor educational performance	<b>Informed</b> - monitor and interrogate data	<b>Responsible</b> - review progress towards academic targets and report to SLG and AAB	<b>Informed</b> – 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		<b>Responsible</b> - external reviews of academies (commissioned or SLG led)	<b>Responsible</b> - ongoing within the academy and reported to AAB	
		Annually in summer term	Annually in summer term	
<b>5. Curriculum, enrichment and pupil wellbeing</b>				
Develop and implement trust curriculum (EPS)	<b>Accountable</b> - approve as part of business plan	<b>Responsible</b> - develop broad and balanced trust curriculum	<b>Responsible</b> - Implement trust curriculum & enrichment activities	<b>Supporting</b> - 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)	<b>Accountable</b> - monitor pupil destinations and pupil reintegrations	<b>Responsible</b> - monitor and interrogate pupil destinations and reintegrations	<b>Responsible</b> - set and report on pupil destinations targets and reintegrations	<b>Informed</b> - 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)



Delivery Area	Trust Board (lead cttee where relevant FAC/EPS)	CEO (with SLG)	Headteacher	AAB
Set and embed trust approach to pupil wellbeing (EPS)	<b>Accountable</b> - for pastoral requirements laid out in statutory guidance and in keeping with OA values and ethos	<b>Responsible</b> - develop and review trust and academy approach to wellbeing including Olive behaviour model, attendance and inclusion.	<b>Responsible</b> - embed academy approach to wellbeing including Olive behaviour model, attendance and inclusion.	<b>Supporting</b> – and provide challenge on academy approach to wellbeing including Olive behaviour model, attendance, and inclusion  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		<b>Responsible</b> – for setting term and INSET dates across the trust At least one year in advance (term dates) and by end July (INSET)	<b>Responsible</b> – for setting academy assigned INSET days and ensuring staff and students are aware	
Support for young people with special educational needs (EPS)	<b>Accountable</b> - ensure legal requirements for children with special needs are met and support for learning provided	<b>Responsible</b> – overseeing and monitoring provision of support for children with SEN and providing additional support as required	<b>Responsible</b> – overseeing and monitoring provision of support within the academy	<b>Supporting</b> – 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)	<b>Accountable</b> - appropriate use of resource in meeting needs of young people in receipt of PPG	<b>Responsible</b> – overseeing and monitoring use of PPG across the trust	<b>Responsible</b> – overseeing and monitoring use of PPG within the academy	<b>Supporting</b> – 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
<b>6. Data management across the trust</b>				
Set data input structures (EPS)		<b>Responsible</b> - set data input structures for academy and provide data management support		

Delivery Area	Trust Board (lead cttee where relevant FAC/EPS)	CEO (with SLG)	Headteacher	AAB
		Review & refine annually in summer		
Academy data (EPS)		<b>Supporting</b> – collection of academy data	<b>Responsible</b> - collect and collate academy data	<b>Supporting</b> - monitor and interrogate academy data
		Throughout academic year	Throughout academic year	HT report
Fulfil data protection (DP) requirements (EPS)	<b>Accountable</b> - approve DP policy	<b>Responsible</b> - set trust DP policy	<b>Responsible</b> - follow trust DP policy	<b>Supporting</b> – 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)		<b>Accountable</b> - respond to FOI requests in accordance with policy	<b>Responsible</b> - provide information for FOI requests where relevant	
		As requested		
<b>Our staff and students</b>				
<b>7. Recruitment, HR &amp; employee relations</b>				
Set trust recruitment strategy & processes (in line with safeguarding requirements) (P&R sub cttee)	<b>Accountable</b> - approve recruitment strategy & policy including safer recruitment practices	<b>Responsible</b> - set trust recruitment strategy, policy & processes (following safeguarding requirements)	<b>Responsible</b> - follow trust recruitment strategy, policy & processes in line with safeguarding requirements	
	On three-year cycle	Review & refine on three-year cycle	Throughout academic year	
Ensure staff wellbeing strategy is in place and reflects the needs of the staff	<b>Accountable</b> – approval of strategy and leadership of approach	<b>Responsible</b> – for development of overarching strategy and leadership of delivery, and evaluation across the trust.	<b>Responsible</b> – adaptation and implementation of academy specific wellbeing initiatives	<b>Informed</b> – challenge, advise and monitor staff wellbeing within academies
	Ongoing	Annual review, regular reporting to board	Ongoing	At AAB meetings
Arrange & deliver staff CPD	<b>Accountable</b> - review and monitor trust approach to staff CPD	<b>Responsible</b> - deliver trust CPD strategy	<b>Responsible</b> – prepare a tailored CPD plan linked to AIP within available budget and ensure implementation of wellbeing initiatives within academy	<b>Informed</b> - advise and monitor staff CPD

Delivery Area	Trust Board (lead cttee where relevant FAC/EPS)	CEO (with SLG)	Headteacher	AAB
		Throughout academic year	Throughout academic year	AAB meetings
Determine trust & academy staff structures ( <b>FAC</b> )	<b>Accountable</b> - approve as part of annual budget	<b>Responsible</b> – through liaison at local level, develop & identify where collaboration can lead to improvement/efficiencies	<b>Responsible</b> - propose academy staffing structure in line with budget considerations	<b>Supporting</b> - 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	<b>Accountable &amp; Responsible</b> - appoint through agreed process			
	As required			
Appoint other exec leaders in SLG	<b>Accountable</b> – participate in panels	<b>Responsible</b> - appoint through agreed process		
	As required	As required		
Performance manage & appraise CEO and SLG members	<b>Accountable</b> - undertake management & appraise			
	Meeting, mid-year & annual appraisal			
Appoint headteachers	<b>Supporting</b> – representation on interview panels	<b>Accountable</b> - lead recruitment and decision maker (as chair of panel)		<b>Supporting</b> - AAB representation on panel
	As appointments take place	As appointments take place		As appointments take place
Performance manage & appraise heads		<b>Responsible</b> - Undertake management & appraisal		<b>Supporting</b> - AAB member to appraise with CEO & DA
		Meetings & annual appraisal		
Appoint wider staff team		<b>Responsible</b> - recruit & appoint central staff  <b>Responsible</b> - agree and approve all recruitment in academies in line with recruitment procedures: DoA & FDC sign off	<b>Responsible</b> - recruit & appoint academy staff to the agreed structure  Ensure approvals are obtained prior to recruitment from relevant parties	

Delivery Area	Trust Board (lead cttee where relevant FAC/EPS)	CEO (with SLG)	Headteacher	AAB
		<p><b>Responsible</b> SLT within academy – DoA with HTs approves process and recommends decision to SLG, DoA on interview panel for DHT</p> <p>As appointments take place</p>	<p><b>Responsible</b> – with DoA recruit and recommend appointment of SLT members to SLG</p> <p>As appointments take place</p>	
Manage & appraise wider staff team		<p><b>Responsible</b> - undertake management &amp; appraisal of central staff</p> <p>Throughout academic year</p>	<p><b>Responsible</b> - manage and appraise academy staff</p> <p>Report on performance management (PM)</p> <p>Throughout academic year</p>	<p><b>Informed</b> - receive reports</p> <p>HT reports inc. annual PM report</p>
Set trust HR policies & employment contracts ( <b>EPS</b> )	<p><b>Accountable</b> - approve all HR policies &amp; framework for employment contracts</p> <p>On three-year cycle (unless legislation requires an earlier review)</p>	<p><b>Responsible</b> - set trust HR policies &amp; practices; deliver academy HR support; negotiate with unions as necessary; manage HR adviser contract</p> <p>Review &amp; refine on three-year cycle; throughout academic year</p>	<p><b>Responsible</b> - implement &amp; comply with Trust HR policies &amp; practices including pay terms &amp; employment contracts</p> <p>Throughout academic year</p>	
Set pay and remuneration for staff ( <b>P&amp; R sub cttee, FAC</b> )	<p><b>Responsible</b> for setting pay and remuneration terms for all staff</p> <p>Annually as part of budget setting</p>	<p><b>Responsible</b> for reviewing and recommending pay and remuneration conditions for all staff</p> <p>Approval of any exception in line with procedures</p> <p>Annually As cases arise</p>	<p><b>Responsible</b>- for proposing any exceptions to agreed pay and remuneration terms for individual posts, and for recommending pay progression as part of annual PM cycle</p> <p>As cases arise</p>	

Delivery Area	Trust Board (lead cttee where relevant FAC/EPS)	CEO (with SLG)	Headteacher	AAB
Set executive pay and remuneration <b>(executive remuneration cttee)</b>	<b>Responsible</b> 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	<b>Accountable</b> - ensure SCR requirements are fulfilled	<b>Responsible</b> - deliver SCR support to academies	<b>Responsible</b> - follow SCR requirements	<b>Supporting</b> - monitor that SCR requirements are fulfilled
	4 x CEO reports	Throughout academic year	Throughout academic year	Throughout academic year
Manage claims/ disputes with staff	<b>Informed</b> of high-risk cases	<b>Responsible</b> - manage for central staff and HTs.  Notify insurers and/or ESFA if panel required (all cases)	<b>Responsible</b> - manage for academy staff, including liaison with CEO	<b>Supporting</b> - follow HR advice and participate in panels as required
	As cases arise	As cases arise	As cases arise	As cases arise
Undertake disciplinary investigation	<b>Responsible</b> - trust board leads in event of CEO disciplinary	<b>Responsible</b> - CEO leads in event of SLG member or HT disciplinary	<b>Responsible</b> – HT lead in case of academy staff in line with trust procedures except in cases where they may be a conflict of interest in which case carried out by member of SLG	<b>Supporting</b> - participate in panels as required
	As cases arise	As cases arise	As cases arise	
Make disciplinary decisions	<b>Responsible</b> – trustees other than chair are decision-makers in case of CEO and other leaders including HT	<b>Responsible</b> CEO (if chair of panel) recommends decision in event of SLG member or HT  <b>Responsible</b> - SLG is decision-maker in case of all other staff	<b>Responsible</b> – 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	<b>Supporting</b> - participate in panels as required
	As cases arise	As cases arise	As cases arise	
Hear appeals on disciplinary matters	<b>Responsible</b> - chair leads for CEO, SLG member, HT, SLT within academies inc. business manager	<b>Responsible</b> CEO (should be impartial) leads - for all other academy staff members		<b>Supporting</b> - participate in panels as required

Delivery Area	Trust Board (lead cttee where relevant FAC/EPS)	CEO (with SLG)	Headteacher	AAB
	As cases arise	As cases arise		
Approval of higher-cost appointments/resignations ( <b>FAC</b> )	<p><b>Responsible</b> FAC approve appointments that take Trust over budget. Approve exceptional payments. Approve severance payments between £10k and £20k.</p> <p><b>Responsible</b> Board approve severance payments over £20k. Approve annual staff plan and staff restructures including redundancy plans.</p>	<p><b>Responsible</b> - approve e.g. retirement, settlement of claims/grievances, severance pay up to £10k, redundancies (refer to finance manual and HR policies for delegated levels)</p>	<p><b>Supporting</b> - seek advice from HR and make recommendations to CEO</p>	
	As cases arise	As cases arise		
<b>8. Safeguarding (SG)</b>				
Set trust safeguarding policy & procedures in line with legal guidelines ( <b>EPS</b> )	<p><b>Accountable</b> - approve safeguarding policy</p>	<p><b>Responsible</b> - set trust safeguarding policies &amp; practices and promote culture of responsibility around SG</p> <p>Organise safeguarding audit programme in each academy</p>	<p><b>Responsible</b> - adopt and implement trust safeguarding policies &amp; practices</p>	<p><b>Responsible</b> - ensure aware of safeguarding policies and advise on statutory compliance</p>
	Annually in July	Review & refine on annual cycle	Throughout academic year	Throughout academic year
Appoint trust & academy safeguarding leads ( <b>EPS</b> )	<p><b>Accountable</b> – appoint link trustee for safeguarding</p>	<p><b>Responsible</b> - ensure SG leads in place; appoint trust SG lead</p>	<p><b>Responsible</b> - appoint DSL, ensure Child Protection training is completed on an annual basis by all academy staff</p>	<p><b>Supporting</b> - appoint link member for safeguarding</p>
	Annually as part of policy update	Annually as part of policy update	Ongoing	Ongoing
Make & report on referrals to agencies	<p><b>Accountable</b> - ensure all academies are compliant</p>	<p><b>Supporting</b> – provide advice on at-risk cases and engagement of LA</p>	<p><b>Responsible</b> – discuss at-risk cases with PDBW lead for trust, involving the LA Designated Officer and social care as appropriate</p>	<p><b>Informed</b> - chair receives update from HT on any at-risk cases and CP referrals</p>

Delivery Area	Trust Board (lead cttee where relevant FAC/EPS)	CEO (with SLG)	Headteacher	AAB
			Ensure referrals are made in line with obligations laid out in guidance	
	Throughout academic year	Throughout academic year	Throughout academic year	Throughout academic year
<b>9. Admissions &amp; Exclusions</b>				
Set admissions framework	<b>Accountable</b> - approve admissions framework	<b>Responsible</b> - 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 <b>Responsible</b> for any exceptions made to admissions criteria	<b>Responsible</b> - 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	<b>Consulted</b> - input into academy policy & practices
	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	<b>Accountable</b> - approve exclusions policy	<b>Responsible</b> - develop & propose policy & practices	<b>Consulted</b> - input into academy policy & practices	<b>Informed</b> - receive exclusions policy
	Review exclusion figures	Monitor fixed term and permanent exclusions	<b>Responsible</b> – report on fixed term exclusions	<b>Supporting</b> – review fixed term exclusion figures
	On three-year cycle	On three-year cycle	On three-year cycle	As updated
	Annually as part of CEO report	Throughout year	HT reports	HT report
Make decision on exclusions		<b>Accountable</b> – make decision on permanent exclusion and convene AAB panel to review decision	<b>Responsible</b> - make on fixed-term basis	<b>Accountable</b> – participate in panel to review decision (uphold or rescind)
			As required	As required
<b>Our approach to finance, internal controls &amp; premises management</b>				
<b>10. Governance, risk &amp; audit (further info in MAT board and AAB handbooks)</b>				

Delivery Area	Trust Board (lead cttee where relevant FAC/EPS)	CEO (with SLG)	Headteacher	AAB
Appointment of members, trustees and committee members	<b>Responsible</b> recruitment of trustees/members and ensuring right skills are in place	<b>Responsible</b> – implementation of recruitment as required		
	<b>Accountable</b> – NB MEMBERS are ultimately responsible for appointment of trustees and members			
Set trust governance policies & practices	Annual review	As required		
	<b>Accountable</b> - approve all governance policies and ensure compliance	<b>Responsible</b> - develop trust governance policies & practices and ensure compliance		
Set trust policy framework	On three-year cycle or as needed	Review & refine on three-year cycle or as needed		
	<b>Accountable</b> - approve policy framework	<b>Responsible</b> - develop trust policy framework	<b>Responsible</b> - contribute to and implement trust policies within academy	<b>Informed</b> - advise on trust policies
On three-year cycle	Review & refine on three-year cycle	According to three-year cycle		
Appoint lawyers & approve retainer	<b>Accountable</b> - approve to ensure proper advice is available to trust & academies	<b>Responsible</b> - develop & propose legal retainer		
	On three-year cycle	Review & refine on three-year cycle		
Set trust approach to risk & risk mitigation	<b>Accountable</b> - approve risk management policy including annual statement of compliance; identify & oversee mitigation of risks to trust & academies	<b>Responsible</b> - develop trust approach to risk, including delivering mitigation actions required by trust board and escalating any concerns to the board	<b>Responsible</b> - implement trust risk management policy, including annual statement of compliance & academy-specific controls needed	
	Review trust risk register make decisions inline with this scheme of delegation and the trust articles.			



Delivery Area	Trust Board (lead cttee where relevant FAC/EPS)	CEO (with SLG)	Headteacher	AAB
	On three-year cycle Quarterly reports to EPS and FAC	Review & refine on three-year cycle Quarterly reports to EPS and FAC	As required	As required
Ensure insurance/risk protection is in place	<b>Accountable</b> - approve insurance arrangements On three-year cycle	<b>Responsible</b> - arrange insurance/risk protection Review & refine on three-year cycle	<b>Responsible</b> - ensure protection is in place for academy, including all limitations	
Notify ESFA/insurers where loss is suffered/threatened	<b>Accountable</b> should serious event take place in academies As events arise	<b>Responsible</b> - liaise with insurers/ESFA As events arise	<b>Responsible</b> - inform the CEO and chair of AAB immediately should serious event take place in academy As events arise	<b>Supporting</b> - the HT, advise the CEO should serious event take place in academy As events arise
Set complaints policy & procedures	<b>Accountable</b> - approve complaints policy On three-year cycle	<b>Responsible</b> - write complaints policy Review & refine on three-year cycle	<b>Responsible</b> - follow complaints policy & practices As required	<b>Supporting</b> - review and assess complaints as required
Set internal controls & finance procedures	<b>Accountable</b> - approve procedures On three-year cycle	<b>Responsible</b> - determine internal controls & procedures Review & refine on three-year cycle	<b>Responsible</b> - follow controls & procedures Throughout academic year	
Approve internal auditors & audit plan	<b>Accountable</b> - formally approve auditors & plan On three-year cycle	<b>Responsible</b> - propose auditors & co-develop plan On three-year cycle	<b>Responsible</b> - implement all recommendations	
Set external audit strategy i.e. accounts	<b>Accountable</b> – recommend appointment of auditors to Members; approve plan On three-year cycle; annual plan	<b>Responsible</b> -propose auditors & audit plan On three-year cycle; annual plan	<b>Responsible</b> - implement all recommendations	
Appoint/remove AAB members	<b>Accountable</b> approve appointments; remove if not fulfilling expectation As required	<b>Responsible</b> CEO to recruit AAB members and chairs As required		<b>Consulted</b> - chair to advise and make recommendations to CEO re appointments and removals of AAB members As required

Delivery Area	Trust Board (lead cttee where relevant FAC/EPS)	CEO (with SLG)	Headteacher	AAB
Set and alter AAB powers	<b>Responsible</b> - alter in line with risk-led approach	<b>Supporting</b> - CEO to make recommendations to board as appropriate		<b>Consulted</b> - cooperate in event of alteration
	As required			
Establish board committees	<b>Accountable</b> - establish board committees	<b>Responsible</b> - recommend committee structure		
	As required			
Undertake regular skills audit	<b>Responsible</b> - undertake skills audit	<b>Responsible</b> - lead skills audit process		<b>Responsible</b> - undertake skills audit
	Annually in summer			
Provision of governance related training and guidance	<b>Supporting</b> – participate and engage	<b>Responsible</b> – provision of training and information to trustees and AAB members		<b>Supporting</b> – participate and engage
	Ongoing			
<b>11. Financial management, contingencies &amp; reserves (to be read in conjunction with Finance manual)</b>				
Set trust finance policies & procedures in line with legal requirements <b>(FAC)</b>	<b>Accountable</b> - approve all relevant finance policies & procedures	<b>Responsible</b> - set trust finance policies & practices; deliver academy finance support	<b>Responsible</b> - implement trust finance policies	<b>Supporting</b> - advise on use of academy finances, particularly use of resources vs. education plans
	On annual cycle			
Approve trust & academy business plan & budget <b>(FAC)</b>	<b>Accountable</b> - approve plan, budget & reserves, top slice, targets & contingency plans	<b>Responsible</b> - put forward plan, budget, reserves, targets & contingency plans, including setting top slice & advising academies	<b>Responsible</b> - propose AIP, budget & reserves	Advise on pupil premium expenditure and its impact HT reports at AABs
	Annually in summer			
Produce management accounts <b>(FAC)</b>	<b>Accountable</b> - review performance vs budget	<b>Responsible</b> - collate management accounts <b>Responsible</b> - Monitor performance vs budget in line with risk policies & Financial Regulations Manual	<b>Responsible</b> - produce management accounts; expend funds in line with budget & Financial Regulations Manual	

Delivery Area	Trust Board (lead cttee where relevant FAC/EPS)	CEO (with SLG)	Headteacher	AAB
	Monthly basis	Monthly basis	Monthly basis	
Produce trust annual accounts/statements (FAC)	<b>Accountable</b> - approve annual accounts	<b>Responsible</b> - lead & facilitate production of accounts for approval	<b>Responsible</b> – produce academy accounts and facilitate academy audits	
	Annually by end December	Annually in autumn	Annually in autumn	
Enter into contracts on behalf of trust	<b>Accountable</b> - approve contracts in line with agreed limits	<b>Responsible</b> - sign contracts in line with agreed limits	<b>Responsible</b> - sign contracts in line with agreed limits and budget	<b>Supporting</b> - advise on locally led procurement
	Throughout academic year	Throughout academic year	Throughout academic year	Throughout academic year
Oversee use of generated income	<b>Accountable</b> - ensure in line with trading laws	<b>Responsible</b> for systems and processes to ensure compliance		
	Throughout academic year	Throughout academic year		
<b>12. Premises, Health &amp; Safety (H&amp;S)</b>				
Set trust H&S policies & procedures in line with legal requirements (EPS)	<b>Accountable</b> - approve all relevant H&S policies & procedures Receive annual H&S reports	<b>Responsible</b> - write H&S policies & procedures; deliver H&S support to academies Ensure H&S audit cycle in place	<b>Responsible</b> - implement Trust H&S policies & procedures; annual H&S report to AAB	<b>Supporting</b> - 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	<b>Accountable</b> - approve estates & capital plans	<b>Responsible</b> - develop trust estates & capital plan in line with curriculum & H&S needs	<b>Responsible</b> - support on estates & capital plan relevant to academy	
	On three-year cycle	On three-year cycle	On three-year cycle	
Maintenance & care of buildings	<b>Accountable</b> for building safety	<b>Responsible</b> - identify maintenance priorities and bid for funding	<b>Responsible</b> - identify maintenance needs and report to CEO	
	Throughout academic year	Annual	Throughout academic year	
Develop capital bids & allocations	<b>Accountable</b> - approve capital allocations	<b>Responsible</b> - lead on capital allocations & bids		
	Annually in autumn	Throughout academic year		

Delivery Area	Trust Board (lead cttee where relevant FAC/EPS)	CEO (with SLG)	Headteacher	AAB
Manage lettings	<b>Accountable</b> - approve lettings policy	<b>Supporting</b> – oversee and advise on academy lettings across the trust	<b>Responsible</b> - manage academy lettings & use of academy buildings	
	On three-year cycle		Throughout academic year	
Manage disposal/ acquisition of land	<b>Accountable</b> - approve proposals	<b>Responsible</b> - propose & manage process		
	As required	As required		