

## OAT Draft Scheme of Delegation for shared governance between two or more academies.

### The vision

- To provide a fresh approach to delivering governance across a cluster of geographically related academies.
- To consolidate the strategic accountabilities enjoyed by traditional governing bodies whilst developing involvement at an academy level
- To develop a single, shared strategic governing body connecting to local delivery across a cluster of academies
- To develop a flexible model of governance for mutual academy support
- To raise standards across all academies

### Our motivation for change

- To create streamlined, expert governance
- To enable effective school to school support and the transfer of good practice across academies
- To develop academy led improvement systems
- To allow governors to use their talent for broader influence and impact
- To attract a wider group of local members to contribute at academy level
- To clearly define the roles of governance throughout the trust

### Roles and responsibilities

#### The role of the OAT trustees

The trustees will establish an Academy Strategic Board (ASB) in each agreed academy cluster and will delegate responsibilities to them. The trustees will continue to retain the legal responsible and accountable for statutory functions. The trustees will also retain authority and responsibility for the following:

- Compliance with the provisions of the Funding Agreements
- Agreement of each academy's annual funding in consultation with the Academy Strategic Board
- Compliance with the Academies Financial Handbook including, but without limitation, determination of procurement policies for the Trust
- As the legal employer of all staff, responsibility for human resource policies and procedures and terms and conditions of service
- Appointment of the Responsible Officer for the academy
- Appointment, job description, remuneration, approval and dismissal of the principal
- Maintenance of the fixed asset register
- Compliance with all statutory regulations and Acts of Parliament governing the operation of the academy
- Determination of the admissions policy and arrangements for the academy in accordance with admissions law and DFE codes of practice
- Determination of the educational vision of the academy in consultation with the Academy Strategic Board, including, but without limitation, determination of the academy's Academy Development Plan

## The role of the Academy Strategic Board

- Implementation of actions required to comply with statutory regulations and the Funding Agreements
- Implementation of the policies agreed by the Trustees with regard to admissions and to the educational vision of each academy, including, but without limitation, the academy's development plan
- Oversight of each academy's activities
- Consideration of each academy's required funding and support to the Trustees in connection with the agreement with the DFE of each academy's budget
- Monitoring and reviewing expenditure on a regular basis and ensure compliance with the overall financial plan for each academy
- Maintenance of proper accounting records and the preparation of income and expenditure and balance sheets as required by the Finance Director
- Assisting the Trustees in complying with the provisions of the Funding Agreements where requested from time to time (to include, by way of example, information required for the purposes of clause 45 of the Master Funding Agreement)
- Maintenance of the academy estate in accordance with the guidelines established by the Trust
- Implementation of the Trust's procurement policies insofar as they impact on each academy
- Managing the academy's cash flow and monitoring expenditure by each academy in accordance with policies determined by the Trustees
- Notifying the Trust of any changes to fixed assets used by each academy
- The appointment, job description, appraisal, dismissal and pay issues of all members of staff of each academy excluding the Principal but the remuneration of every member of staff and their terms of service shall be within the parameters from time to time established by the Trustees

## Composition of an academy strategic board (based on a 2/3 academy cluster)

- Chair of Academy Strategic Board
- Clerk to Academy Strategic Board
- Principal from each academy
- Regional Director
- OAT nominee
- Additional governors (maximum of 4) with skills as needed, including strategic planning, finance, quality assurance and evaluation. These will include the governors chairing each academy council.

## The role of the Academy Strategic Board in relation to academy councils

- To oversee the strategic direction of each academy, including finance, outcomes for students, staffing
- To direct and oversee the work of each academy council
- To represent the strategic element of academy governance during inspection

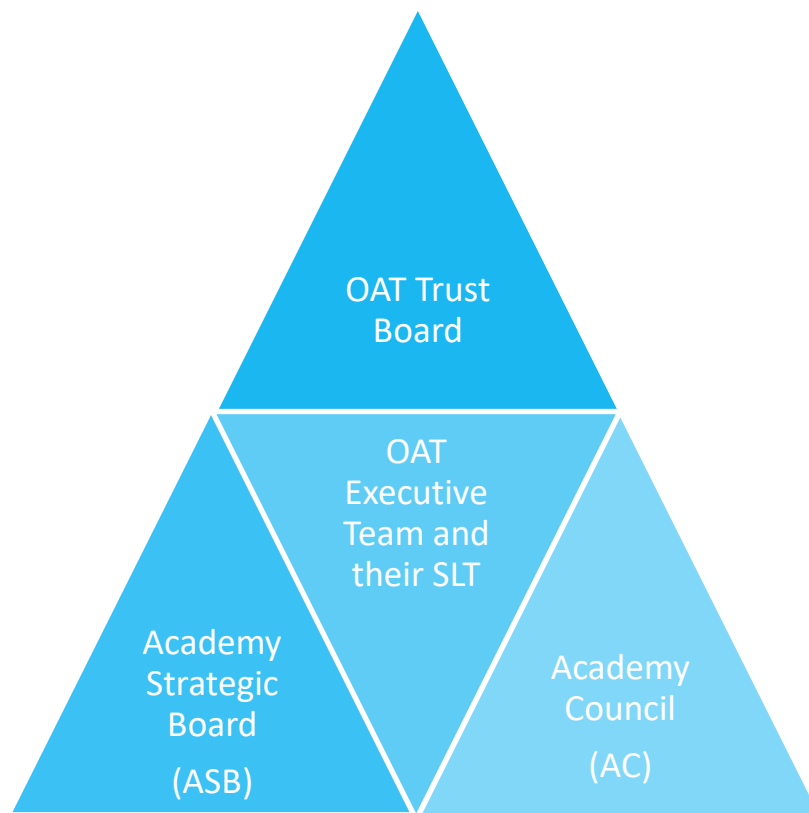
## The role of an Academy Council

- Be connected to the life of the school
- To maintain links with academy departments
- To maintain oversight of academy pastoral activities
- To strengthen and support community engagement.
- Conduct student behaviour warning panels
- Conduct exclusion panels
- Act as academy ambassadors
- To represent the local element of academy governance during inspection

## Composition of an academy council

- Chair (who also serves as a governor on the ASB)
- Academy Principal
- Parents
- Community members
- Teaching and support staff members

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## Academy Strategic Board Governance Scheme of Delegation

This scheme of delegation is structured in accordance with the DfE's publication: "The Governance Handbook - For trustees of academies and multi-academy trusts and governors of maintained schools", November 2015. Functions are categorised as follows:

1. People
2. Structures
3. Ways of Working
4. Education
5. Board improvement and Inspection
6. Pupil wellbeing
7. Staffing
8. Admissions and organisational changes
9. Control and community use of academy premises
10. Finance and information sharing

### RASCI Key:

#### **Responsible**

Those responsible for the task, who ensure that it is done.

#### **Accountable**

Those ultimately answerable for the correct and thorough completion of the deliverable or task, and the one who delegates the work to those responsible.

#### **Support**

Resources allocated to responsible. Unlike consulted, who may provide input to the task, support help complete the task.

#### **Consulted**

Those whose opinions are sought, and with whom there is two-way communication.

#### **Informed**

Those who are kept up-to-date on progress.

## Ormiston Academies Trust Governance Scheme of Delegation Matrix

Function	Number	Activity	Trustees	Executive / Senior Leadership Team	Academy Strategic Board	Academy Council	Principal / Academy staff
<b>People</b>	1	To ensure that an approved appraisal policy in place	A	R	I		I
	2	To secure the statutory appraisal of Principal	A	R	S		I
	3	To review annually the performance management policy	A	R	I		I
	4	Maintain accurate and effective and secure employee records	A	S	S	S	R
	5	To secure the statutory appraisal of all academy staff	A	I	I		R
			Trustees	Executive / Senior Leadership Team	Academy Strategic Board	Academy Council	Principal / Academy staff
<b>Structures</b>	1	To determine the scope of central services to be delivered by OAT to and on behalf of the Academy	A	R	I		I
	2	To identify additional services to be procured on behalf of the Academy	A	R	I		C

	3	To ensure centrally produced services provide value for money	A	R	I		C
	4	To set the times of school sessions and the dates of school terms and holidays	A	C	I		R
	5	To ensure that the school meets the statutory requirement for [380] sessions in a school year	A	I	R		S
	6	To consider requests from other schools to join the company	A	R	I		I
			Trustees	Executive / Senior Leadership Team	Academy Strategic Board	Academy Council	Principal / Academy staff
<b>Ways of Working</b>	1	To propose targets for pupil achievement	A	S	S		R
	2	To agree targets for pupil achievement	A	R	C		C
	3	To establish a behaviour policy	A	R	S	S	S
	4	To review the use of exclusion and to decide whether or not to confirm all permanent exclusions	A	I	I	R	S
	5	To direct reinstatement of excluded pupils	A	I	I	R	I
	6	Production of the Academy Improvement Plan	A	I	S		R

	7	Agree the Academy Improvement Plan	A	R	S	I	S
	8	To draw up governing documents and any amendments thereafter	A	R	I	I	I
	9	To appoint (and remove) the chair of the ASB	A	R	I	I	I
	10	To appoint (and remove) the chair of the AC	A	R	R	I	I
	11	To appoint and dismiss the clerk to the AC	A	R	S	I	I
	12	To hold ASB meetings at least four times in a school year	A	I	R	I	S
	13	To hold AC meetings at least six times in a school year	A	I	R	I	S
	14	To appoint, remove and actively seek members of the ASB	A	R	R	S	I
	15	To appoint, remove and actively seek members of the AC	A	R	R	S	I
	16	To set up a register of all ASB/AC members' Personal Interests	A	S	R	R	I
	17	To approve and set up a governor/member Expenses Scheme	A	R			I
	18	To consider whether or not to exercise delegation of functions	A	R	R		I
	19	To regulate the ASB/AC procedures	A	R	C	C	I



20	To determine the development needs of members and put in place an appropriate programme	A	S	R	R	I
21	To develop a safeguarding policy in line with statutory requirements and best practice	A	R	C		I
22	To determine, on an annual basis, those policies which will be developed by OAT and mandatory for all OAT academies	A	R	I	I	I
23	To provide to OAT, on an annual basis, copies of all current policies and procedures and a schedule for their review, to review and update policies where allocated to the Academy	A	I	R	R	S
24	To provide a Complaints Procedure policy	A	R	I		I
25	To put into place any additional services to be provided	A	I	I	I	R
26	To ensure delivery of services offered	A	I	S	I	R
27	To implement the Trust's safeguarding policy	A	S	S	S	R
28	Maintain accurate and effective and secure pupil records in partnership with the academy	A	I	S	S	R
29	Set monitoring and evaluation cycle	A	R	I	I	C
30	Comply with all Data Protection legislation and good practice	A	R	S	S	S
31	Assemble data for pupil assessment and other returns	A	C	I		R

			Trustees	Executive / Senior Leadership Team	Academy Strategic Board	Academy Council	Principal / Academy staff
<b>Education</b>	1	To develop a curriculum policy	A	I	C		R
	2	To implement curriculum policy	A	I	C		R
	3	To prohibit radicalisation, and promote equality and diversity, and tolerance and ensuring the balanced treatment of political issues	A	S	S		S
	4	Ensuring provision of RE in line with school's basic curriculum	A	I	S		R
	5	To discharge duties in respect of pupils with special educational needs and disabilities	A	I	S		R
	6	Quality of teaching	A	I	S		R
	7	Quality of individual child's education	A	I	S		R
	8	Pupils outcomes	A	S	S		R
			Trustees	Executive / Senior Leadership Team	Academy Strategic Board	Academy Council	Principal / Academy staff

<b>Board Improvement and Inspection</b>	1	Post-Inspection action plan	A	S	R	S	R
			Trustees	Executive / Senior Leadership Team	Academy Strategic Board	Academy Council	Principal / Academy staff
<b>Pupil wellbeing</b>	1	To ensure that all pupils take part in a daily act of collective worship	A	I	S		R
	2	To ensure provision of free school meals to those pupils meeting the criteria	A	I	S		R
	3	Provision of sex education - to establish and keep up to date a written policy	A	I	S		R
			Trustees	Executive / Senior Leadership Team	Academy Strategic Board	Academy Council	Principal / Academy staff
<b>Staffing</b>	1	To appoint a principal (through a selection panel)	A	R	C	I	I
	2	To appoint a Deputy Principal (through a selection panel)	A	I	C	I	R
	3	To agree a pay policy for academy staff	A	R	I		C

	4	To exercise pay discretions	A	S	C		R
	5	Establishing disciplinary/capability procedures	A	R	I		I
	6	Dismissal of Principal	A	R	C		I
	7	Suspension of Principal	A	R	C		I
	8	Ending of suspension of Principal	A	R	C		I
	9	Formulation of Employment Policies	A	R	I		I
	10	Formulation of Staff Handbook	A	I	C		R
	11	Pre-recruitment checks	A	I	S		R
	12	To appoint teachers other than Principals and SLT	A	I	S	S	R
	13	To appoint non-teaching staff	A	I	S	S	R
	14	Appointment of members of SLT	A	I	C	I	R
	15	Dismissal of staff other than Principals	A	S	C		R
	16	Suspension of staff	A	S	C		R
	17	Ending of suspension of other staff	A	S	C		R
	18	Determining staff complement within agreed budget	A	I	C		R

	19	Determining dismissal payment/early retirement of the Principal	A	R	I		I
	20	Determining dismissal payment/early retirement of others	A	S	C		R
	21	Conduct of staff Appraisals	A	I	S		R
			Trustees	Executive / Senior Leadership Team	Academy Strategic Board	Academy Council	Principal / Academy staff
<b>Admissions and organisational changes</b>	1	To consult before setting / amending an admissions policy	A	C	C		R
	2	Admissions: application decisions	A	I	C		R
	3	If appropriate to appeal against LA directions to admit pupil(s)	A	I	C		R
	4	To publish proposals to change category of school	A	C	R	C	I
			Trustees	Executive / Senior Leadership Team	Academy Strategic Board	Academy Council	Principal / Academy staff
<b>Control and community</b>	1	To institute a health and safety policy	A	S	C	S	R
	2	Buildings insurance and public liability	A	R	I		C

<b>use of school premises</b>	3	Developing Academy buildings and facilities estate long term strategy or master plan	A	R	I		I
	4	Producing and maintaining buildings, including developing properly funded maintenance plan	A	S	S		R
	5	To ensure that health and safety regulations are followed	A	S	S	R	R
	6	Premises security	A	S	S	S	R
	7	Premises management	A	S	R	S	R
			Trustees	Executive / Senior Leadership Team	Academy Strategic Board	Academy Council	Principal / Academy staff
<b>School finance</b>	1	To develop and propose the individual Academy budget	A	I	C		R
	2	To approve the first formal budget plan each financial year	A	C	R		S
	3	To plan, manage and monitor monthly expenditure and financial reports, and identify actual or potential items of budget overspend/underspend	A	C	S		R
	4	To approve any amount to be transferred between budget headings and/or likely budget overspends	A	I	R		S
	5	To establish financial decision levels and limits	A	R	I		I

6	To establish a charging and remissions policy for the Academy	A	R	I		I
7	To appoint the internal auditor for the Academy	A	R	I		I
8	Agreeing miscellaneous financial expenditure outside the agreed budget	A	C	R		S
9	To enter into additional contracts which exceed the agreed annual budget allocation within limits specified in the Financial Regulations Manual	A	R	I		I
10	To authorise acquisition of assets within limits specified in the Financial Regulations Manual	A	I	R		S
11	To authorise disposal of assets within limits specified in the Financial Regulations Manual	A	I	R		S
12	To appoint internal and external auditors	A	R	I		I
13	To make payments within agreed financial limits	A	I	I		R
14	To collect income due to the Academy	A	I	I		R
15	To maintain proper financial records for the Academy	A	I	S		R
16	To prepare monthly accounts for the Academy	A	I	I		R
17	To monitor compliance with approved financial Procedures	A	R	S		S

	18	To develop risk management strategies	A	R	I		I
	19	To decide how to apply Pupil Premium	A	I	C		R
			Trustees	Executive / Senior Leadership Team	Academy Strategic Board	Academy Council	Principal / Academy staff
<b>Information sharing</b>	1	To prepare and publish the school prospectus	A	I	I		R
	2	To ensure academy website is fully compliant	A	S	S		R