



## THE SOCIETAS TRUST

### Scheme of Delegation Overview and Appendix 2

Date of Policy	2024
Reviewed and Agreed by	The Directors' Board
Date Approved	16 February 2022
Review Date	10 <sup>th</sup> January 2024
Next Review Date	

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## Drivers and Vision

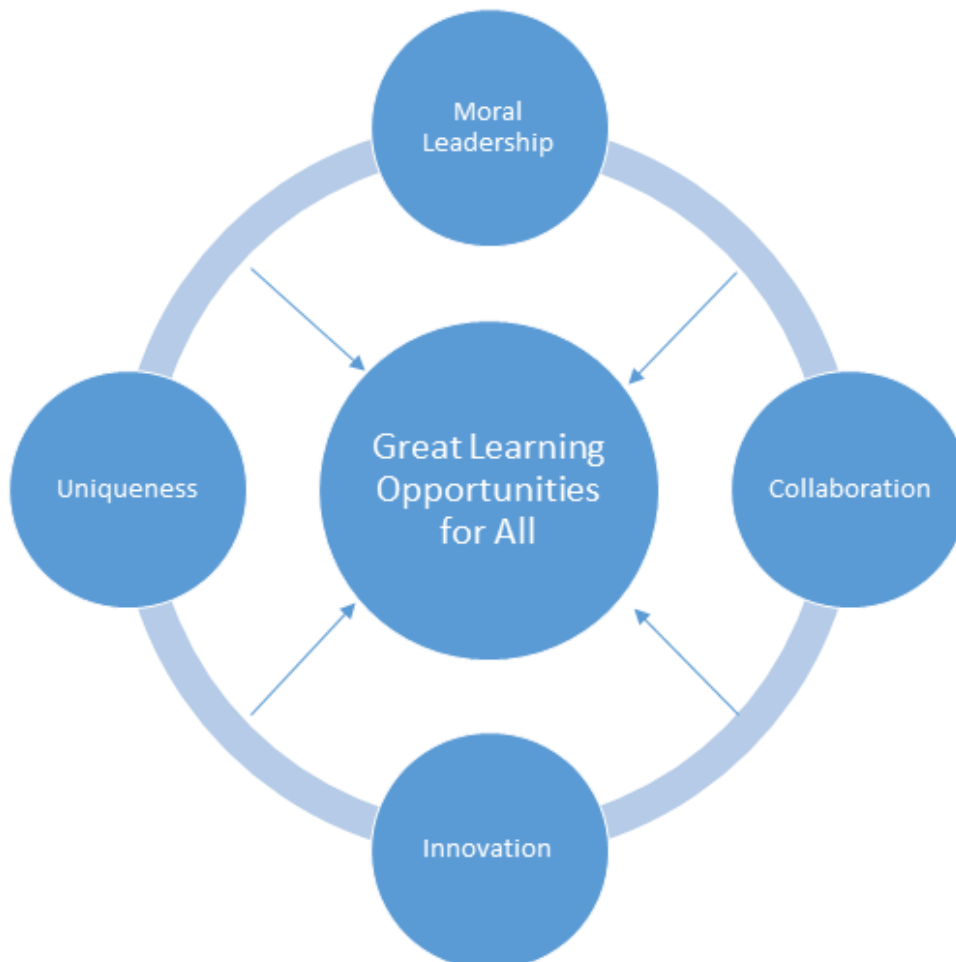
The Societas Trust is unique, formed formally in 2015 and incorporated in February 2016, it is the result of the voluntary collaboration between the headteachers and governing boards of a group of primary academies who share a belief that the needs of children are best met when schools and teachers collaborate and cooperate and are able to maintain close links with the communities they serve.

Whilst it is crucial for us to support the development of the unique identity of each school in the partnership, we also believe that by developing and promoting innovative and creative approaches to learning and teaching across the trust, we will ensure that our children have the very best opportunities to excel academically and develop socially.

We believe that children learn best and thrive in environments that promote and foster self-belief, the love of learning, and high expectations of themselves and others.

**“Great learning opportunities for ALL”** is at the heart of The Societas Vision, which is:

**“To create a sustainable, professional community, where all learners are valued and encouraged to achieve their potential, and all individuals are respected.”**



Whilst our shared drivers and values, depicted above, underpin the ethos and culture across the Trust, each setting is also valued as an individual entity with its own unique identity; so, at Societas:

- All settings work collaboratively, not competitively - there is no lead setting;
- Each setting retains its own senior leadership team and business manager;
- Each setting retains its own local governing board.

# 1. Governance and Leadership Overview

## Local Governing Boards

The Articles of Association requires each academy to have a Local Governing Board (LGB), which is empowered through the Scheme of Delegation to oversee the work and outcomes of individual academies within the Trust.

These LGBs comprise a mix of local people including staff, parents, members of the local community (where appropriate) and others appointed by the Trust for their skills and experience. They act as a critical support to the Head Teacher and the academy. A member of the Trust Board also sits on each LGB in an advisory capacity.

The LGB is responsible for ensuring high standards of education and financial effectiveness; they review the overall impact of each academy within the community it serves and are responsible for ensuring the Trust's ethos and vision are upheld.

## Directors' Board (or Trust Board)

The Directors' Board governs the activities of the Trust and oversees the work of each academy's LGB. The structure consists of the Board and two subcommittees: Resources (Including Audit, Pay and Personnel) and Education.

The Directors (i.e. Trustees) are also ultimately responsible for the strategic direction of the Trust ensuring that its aims are met and its ethos maintained. Specifically, this includes setting general policy; adopting an annual plan and budget; monitoring the Trust's financial performance and educational outcomes.

The Directors are also responsible for setting general policy and making major decisions about the direction of the Trust.

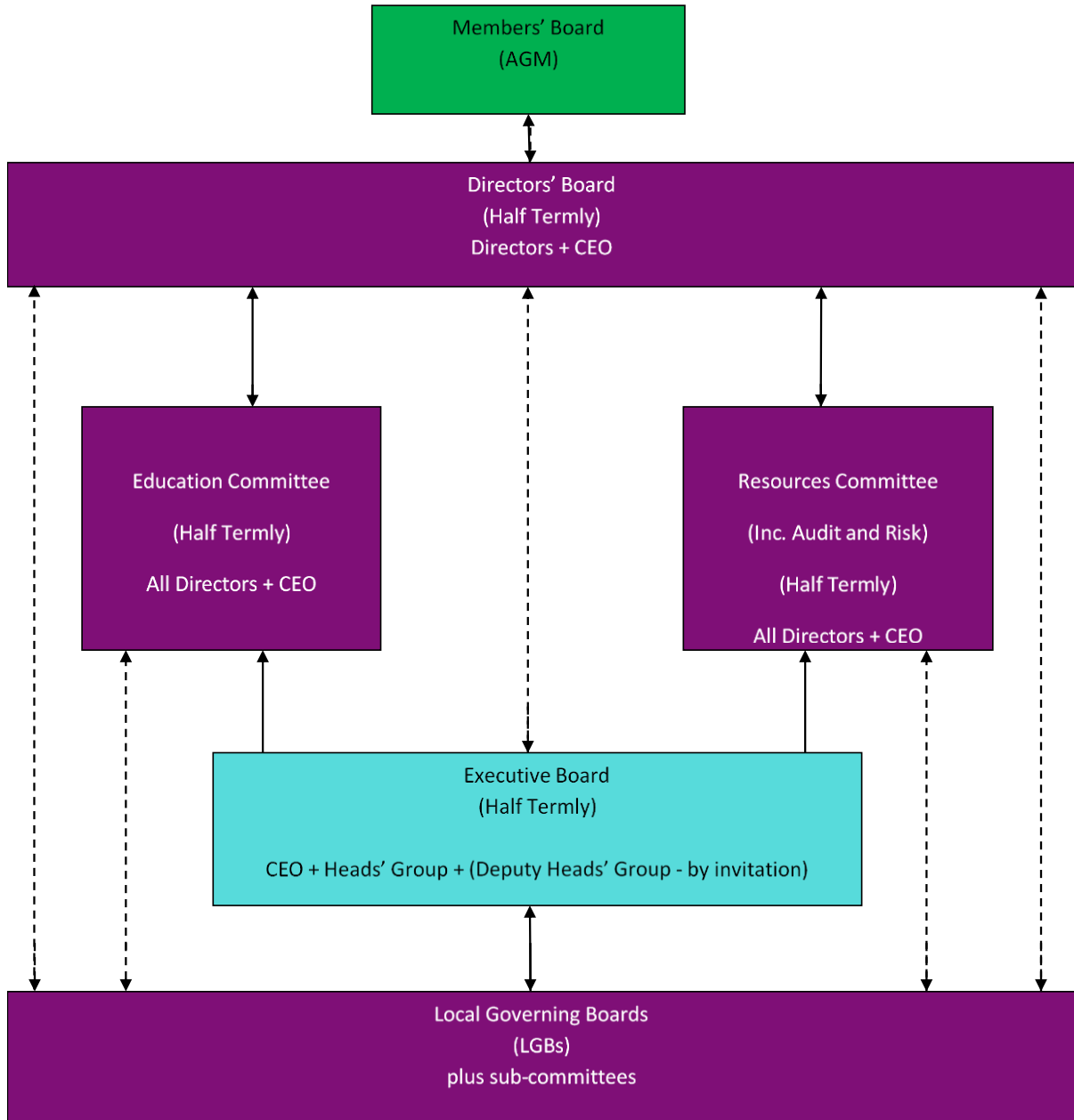
## Trust Leadership

The Central Team (CMT) of the Trust are the CEO and Accounting Officer, Deputy CEO, Executive Education Representative (EER), and Chief Finance Officer (CFO). They lead and manage the Trust alongside the Executive Board, implementing strategy and policy in conjunction with the Directors' Board and its committees generally.

The Executive Board comprises the CMT and Head Teachers. The Executive Board advises and makes recommendations to the Trust Board and its committees on setting general policy and making major decisions about the direction of the Trust.

Head Teachers, as employees of the Trust, also lead and manage the individual academies and report to the CEO.

## Governance and Leadership Structure



(A dotted line indicates in extraordinary circumstances)

AGM = Annual General Meeting (Autumn Term)

## 2. Terms of Reference and Roles and Responsibilities

<b>Members' Board</b>
Oversight of central services, budget, staffing, governing boards and safeguarding matters. The power to amend the Company Articles. The appointment and removal of Directors and CEO.
<b>Directors' Board</b>
<u>Overall Responsibility</u> The Directors have overall responsibility and ultimate decision making authority for all the work of the Trust, including the establishing and running of academies in the Trust. This is largely exercised through strategic planning and the setting of policy. It is managed through business planning, monitoring of budgets, performance management, the setting of standards and the implementation of quality management processes. To also ensure that the trust is compliant with data protection legislation. To hold the CEO to account for the MAT schools' educational performance, and overseeing the financial performance of the MAT.
<u>Local Governance</u> To draw up Local Governing Board (LGB) governing documents and any amendments thereafter (i.e. LGB Instrument); to appoint (and remove) the chairman of the LGB; to appoint and remove members of the LGB; to regulate the LGB procedures (where not set out in law).
<u>Admissions</u> The Directors shall be responsible for the setting and review from time to time of the Trust's (LGB) governing documents. Any decision to expand any academy shall be that of the Directors, following recommendation from the Executive Board and with regard to the views of the Local Governing Board (LGB).
<u>Legal and Regulatory Matters</u> The responsibility for the satisfaction and observance of all regulatory and legal matters shall be the Directors but the Local Governing Board shall do all such things as the Directors may specify as being necessary to ensure that the Trust is meeting its legal obligations.
<u>Financial</u> To determine the scope of mandatory core services to be delivered by the Trust on behalf of its Academies or left to the discretion of LGBs. To approve the written scheme of delegation of financial powers to maintain robust internal control arrangements. To determine the proportion of the overall Academy budget to be delegated to individual Academies. To approve any variations between budget headings and / or likely budget overspends at Trust level.
<u>Staffing</u> To appoint staffing to the Trust for mandatory core central services.
<u>Headteacher Appointments</u> The Headteacher shall be appointed by the Headteacher Appointments Working Group and the appointment shall first be approved by the Directors. The Directors and the Local Governing Board shall ensure that the Headteacher is committed to upholding the Mission of the Trust. The Directors in consultation with the Local Governing Board shall manage the performance of the Headteacher.
<u>Improving Education Strategy</u> The Directors have responsibility, through the Education Committee, to rigorously monitor the progress being made by all Societas academies. The Directors monitor, challenge, broker/commission support and intervene in cases of failure; making use of the independent educational professionals and considering a range of possible support solutions. They judge the degree of risk for each school (considering school Ofsted category; pupil assessment outcome (attainment and progress) vulnerability in areas such as finances, HR etc.) and ensure that academies are appropriately challenged to bring about rapid and sustained improvements. Headteacher/Leaders and Chairman of Governors of any Societas Academy considered at risk or judged not to be making appropriate progress, will be invited to meet with the Directors' Board to discuss the matter. On the basis of the evidence presented and conversations with providers at these meetings decisions will be taken about: <ul style="list-style-type: none"><li>○ The capacity of the Academy to make the necessary improvements;</li><li>○ A review of the degree of challenge;</li><li>○ The commissioning of any further support identified at the meeting;</li></ul>

- The need to take further actions including possible intervention.

### **Resources Committee**

- To make recommendations to the Directors' Board with regard to central services and budget.
- To oversee the financial management of the individual academy budgets.
- To oversee policy and procedure implementation at each academy with regard to staffing.
- To recommend to the Directors' Board the proportion of the overall Academy budget to be delegated to individual Academies.
- To recommend the Pay Policy to the Directors' Board.
- To enter into contracts up to the limits of delegation and within an agreed budget (set by Directors).
- To authorise payments within agreed financial limits.

### **Education Committee**

- To oversee the implementation of the curriculum policies set by each academy.
- To approve the performance management policies and procedures as recommended by the Executive Board.
- To approve the staff code of conduct as recommended by the Executive Board.
- To oversee the implementation of the admissions policy and the exclusion and reinstatement of pupils.
- To make recommendations to the Directors' Board, on an annual basis, those policies which will be developed by the Trust and mandatory for all Trust Academies.
- To enter into contracts up to the limits of delegation and within an agreed budget (set by Directors).
- To authorise payments within agreed financial limits.

#### Improving Education Strategy

- To evaluate the effectiveness of each academy to ensure a coherent and strategic approach to educational improvement, ensuring that every child receive a good education.
- To hold schools to account regarding standards achieved.
- To monitor and make judgments about standards and quality of provision.
- To identify the Societas academies that are potentially at risk.
- To moderate school self-evaluation by coordinating the Annual Health Check using an external provider for all Trust Academies.
- To provide bespoke and tailored support to ensure rapid improvement.
- To challenge and support the Headteacher and Chair of the Local Governing Board.
- To monitor and review the school improvement plan for each school against measurable success criteria.
- To evaluate progress being made by providers and to report termly to the Directors' Board.

### **CEO**

- Leadership and Management of the Trust.
- Overall responsibility for the academic achievement, wellbeing and safety of all pupils.
- Accounting Officer: to submit accounts to Auditors, ESFA and Companies House.
- To have oversight of financial transactions and to present annual accounts to the Members' and Directors' Boards for approval.
- To present the work of the Executive Board to the Directors' Board and its committees, with regard to educational standards, financial management, health and safety, capital investment and building liabilities.
- To be accountable to the Members' Board.
- To ensure value for money and that sound and appropriate financial governance and risk management arrangements are in place.
- To help prepare and monitor the budget and ensure delivery of annual accounts.
- Other duties and responsibilities outlined in Job Description.

### **Deputy CEO**

- To Deputise for the CEO and act up in the temporary extended absence of the CEO.
- To work with the CEO, Executive Board and External Partners to facilitate Trust Development activities in line with the ethos of the Trust.

- To work with the CEO and Executive Board to develop an effective Business Development Plan (BDP) based upon business development and operational needs and joint priorities.
- To support and co-ordinate the work of the External and Internal Partners, with particular regard to the Academy Performance Review process, and to provide summary reports to the Executive Board and Directors' Board.
- To lead on improvement projects across the Trust linked to the development plan as directed by the CEO.

#### **CFO**

- To co-support the implementation and development of the Organisation's business aims, objectives and wider support based initiatives, as outlined in the Trust Business Development Plan.
- To support the CEO and Directors' Board ("Trust Board") on all financial matters for the Trust, including the development and maintenance of effective financial management systems.
- Working alongside the CEO, Academy Principals/ Head Teachers and Business Managers in ensuring sound and appropriate financial management and governance arrangements are in place, including budget planning and monitoring.
- Working alongside the Academy Business Managers Group, to seek to maximise cost savings through combined procurement projects and purchasing arrangements for the Trust.
- Generation of accurate, consolidated financial reports to the CEO, Trust Board and Executive Board, also ensuring the timely delivery of accurate monthly and annual management accounts.
- Reporting the Trust's financial performance to external agencies as and when required.
- To support the work of the Trust Board and its committees, and Executive.
- To be a member of the Trust's Executive Board.
- To provide cover for the Compliance and Training Manager on a temporary short-term basis.

#### **EER**

- To Deputise for the Deputy CEO and act up in the temporary extended absence of the Deputy CEO.
- To work with the CEO and Executive Board to develop an effective Education Development Strategy and Education Development Plan (EDP) based upon needs and joint priorities.
- Working with the Trust Education Partner and Executive Board, to compile and report (as above) an objective review of the academies' and Trust's performance data by benchmarking against national statistics, local statistics and other settings with relevant demographics.
- To work with internal and external partners to enable the identification of improvement priorities across the Trust and in individual settings (as appropriate and according to need/capacity alongside external partners).
- To lead on improvement projects across the Trust linked to the development plan as directed by the CEO.

#### **Compliance and Training Manager**

- To co-support the implementation and development of the Organisation's business aims, objectives and wider support based initiatives, as outlined in the Trust Business Development Plan.
- To support the work of the Directors' Board ("Trust Board") and its committees.
- To be a member of the Trust's Executive Board.
- Work closely with the CEO, Academy Principals / Head Teachers, Academy Business Managers and External Auditors to ensure that academy based systems, policies, procedures and operations are compliant and in line with Trust policies and expectations.
- To lead on Internal Scrutiny for the Trust, working alongside Academy Business Managers and external providers, in ensuring sound and appropriate financial/data scrutiny and risk management arrangements are in place.
- To support the CEO, EER, Trust Board, DPC Steering Group, and Executive Board with the biennial audit of professional development needs across the Trust, including governance, and the production/facilitation of a Trust Wide Training Plan.
- To provide cover for the Finance and Procurement Manager on a temporary short-term basis.

#### **Executive Board**

- To play a leading role in raising achievement, challenging performance and developing school improvement strategies aligned to the Trust's Vision and Values.
- To lead and coordinate projects and interventions to raise standards of attainment and progress.



- Embed and maintain an effective audit and monitoring system to ensure the emotional, social and personal wellbeing of all stakeholders meets with the culture and aspirations of the Trust.
- To make recommendations to the Resources Committee with regard to central services.
- To recommend to the Directors' Board via one of its committees:
  - the proportion of the overall Academy budget to be delegated to individual Academies;
  - those additional services to be procured on behalf of individual academies or left to the discretion of LGBs;
  - the first formal budget plan each year for the Trust;
  - the financial decision levels and limits at Trust level;
  - the Trust pay policy;
  - the Trust Curriculum policy (If required);
  - the Trust Performance Management Policy;
  - the Trust admissions policy;
  - the Academy Buildings Strategy and bids for central grants;
  - the decision to admit a further school to the Trust;
  - the Trust staff code of conduct.
- To share the responsibility for high standards, continuous improvement and the development of best practice across the Trust
- To support a rise in standards in all Academies (as defined in the Societas Education Strategy and Plan).
- To engage in Action Research across the Trust.
- To ensure that confidentiality is maintained in line with agreed policies and protocols.
- To ensure that the Trust reflects a vibrant and inclusive ethos, which actively values and promotes diversity, unity and community cohesion, and supports pupils to become successful integrated citizens.
- To actively challenge and address discrimination.
- To ensure a continual focus on equity as measured by pupil outcomes.

#### **Working Parties**

- To oversee the implementation of the Trust's Strategic Development Plan and work of the sub groups.

#### **Local Governing Board**

##### Strategic role

The Local Governing Board shall be responsible for the standards achieved and for their own academy improvement. They are also responsible for the internal organisation, management and control of the academy in conjunction with the headteacher.

##### Financial Responsibility

The Local Governing Board shall expend certain funds and enter into contracts as permitted as set out in the Scheme of Delegation.

##### Staff

The Directors and the Local Governing Board shall ensure that the Headteacher is committed to upholding the Mission of the Trust. The Local Governing Board shall be accountable for the appointment and management of all other staff to be employed at the Academy, comply with legislation and all policies dealing with staff issued by the Directors from time to time;

##### Performance Management

The Local Governing Board shall carry out or delegate to either the Headteacher and/or an appropriate committee (as appropriate) the performance management of all staff (including the Headteacher) and shall put in place procedures for the proper professional and personal development of staff.

##### Curriculum

The Local Governing Board shall be responsible for the setting and review of the curriculum and for the standards achieved by the Academy and the pupils attending the Academy but shall follow such advice and recommendations of the Directors as they might issue from time to time.

##### Policies

The Local Governing Board will adopt and will comply with all policies of the Directors communicated to the Local Governing Board from time to time following consultation in the development of such policies. The Local Governing Board will review its policies and practices on a regular basis, having regard to recommendations made by the Directors from time to time.

In the event of Remedial Measures being requested by the Secretary of State

The Local Governing Board shall work closely with and shall promptly implement any advice or recommendations made by the Directors and the Directors expressly reserve the unfettered right to review or remove any power or responsibility conferred on the relevant Local Governing Board under this Scheme of Delegation in such circumstances.

#### Chair and Vice Chair Positions

The members of the Local Governing Board shall each school year, at their first meeting in that year, elect a chairman and a vice-chairman.

#### Committees

Subject to this Scheme of Delegation, the Local Governing Board may establish any subcommittee. The constitution, membership and proceedings of any subcommittee shall be determined by the Local Governing Board but having regard to any views of the Directors.

### **Headteacher**

#### Day to Day Internal Organisation, Management and Control

The Directors and the Local Governing Board may delegate such powers and functions as they consider are required by the Headteacher for the internal organisation, management and control of the Academy (including the implementation of all policies approved by the Directors and the Local Governing Board and for the direction of the teaching and curriculum at the Academy).

In particular, the Academy Headteacher shall:

- Implement curriculum policy at Academy level.
- Be responsible for standards of teaching, an individual child's education and pupil outcomes.
- Recommend the exclusion of pupils to the Local Governing Board overseen by the Education Committee.
- Establish and keep up to date a written policy for sex education and to prohibit political indoctrination and ensuring the balanced treatment of political and minority issues.
- Implement the performance management policy at Academy level.
- Reports to the CEO.
- Other duties and responsibilities outlined in Job Description.

### **Business Manager**

- The day to day management of financial issues including the establishment and operation of suitable accounting systems.
- The management of academy's financial position at strategic and operational level.
- The maintenance of effective systems of internal control.
- Other duties and responsibilities outlined in Job Description.

### 3. Appendix 2

#### 1. Governance

Groups										
Members' Board	Directors' Board	Executive	Working Parties	Sub Working Groups	Chief Executive Officer	Deputy CEO & Education Executive Representative	Finance & Procurement Manager (CFO)	Local Governing Board (LGB)	Head Teacher	Academy Business Manager
MB	DB	EX	WP	SWG	CEO	DCEO & EER	CFO	LGB	HT	ABM
Key	SO	A / D / R	R2	R1	OS	O	P / N			
	Strategic Oversight	Approve / Decide / Ratify	Second Recommendation	First Recommendation	Operational Oversight	Operational	Preparation / Nominate			

No	Responsibility / Task	Decision										
		MB	DB	EX	WP	SWG	CEO	DCEO & EER	CFO	LGB	HT	ABM
	Scheme of Delegation	A	R2	R1								
	Terms of Reference	A	R2	R1								
	Member Appointment / Removal	D										
	Director Appointment / Removal	D	N									
	To appoint / remove the chair of the DB	D	N									
	Appointment / removal of LGB Trust Rep	D	N									
	Appointment / removal of Trust Appointed LGB Governors		D							N		
	Appointment / removal of LGB Staff Governors									D	N	

	Appointment / removal of LGB Parent Governors									D	N	
	To appoint / remove the clerk to the DB	D	N									
	To appoint / remove the clerk to the LGB									D	N	
	To set up a Register of members' Business Interests for the DB		A				OS		P			
	To set up a Register of members' Business Interests for each LGB									A	OS	P
	To discharge duties in respect of pupils with special educational needs by appointing a 'responsible person' for the Trust / Setting	D	N - Trust							D	N - Setting	
	To consider whether or not to exercise delegation of functions to individuals for the Trust / Setting	A	R1 - Trust							A	R1 - Setting	
	To regulate local governance procedures (where not set out in law)	SO	A	R2			R1		OS			
	To determine the development needs of governors		Trust							Setting		
	Set term dates	SO	A	R2			R1					
	Set times of the school day			SO						A	R1	
	Power to direct pupils offsite into alternative provision		SO				A				D	

## 2. Finance / Audit / Risk

Groups										
Members' Board	Directors' Board	Executive	Working Parties	Sub Working Groups	Chief Executive Officer	Deputy CEO & Education Executive Representative	Finance & Procurement Manager (CFO)	Local Governing Board (LGB)	Head Teacher	Academy Business Manager
MB	DB	EX	WP	SWG	CEO	DCEO & EER	CFO	LGB	HT	ABM

Key	SO	A / D / R	R2	R1	OS	O	P
	Strategic Oversight	Approve / Decision / Ratify	Second Recommendation	First Recommendation	Operational Oversight	Operational	Preparation

No	Responsibility / Task	Decision										
		MB	DB	EX	WP	SWG	CEO	DCEO & EER	CFO	LGB	HT	ABM
	Top Slice percentage	SO	A	R2			R1		P			
	Determine Top Slice spending in line with Trust priorities	SO	A	R2			R1		P			
	Determine Directors/Governors expenses	SO	A	R2			R1		P			
	Top slice management and monitoring			SO			OS		O			
	Trust consolidated management accounts		A	R2			R1		P			
	Setting management accounts						SO		OS	A	R1	P
	Central budget	SO	A	R2			R1		P			
	Setting budgets	SO	A				OS			R2	R1	P
	Trust contracts	SO	A	R2			R1		P			
	Setting contracts within agreed limits								OS	A	R1	P

Setting contracts above agreed limits	SO	A				OS			R2	R1	P
Setting virements within agreed limits								OS	A	R1	P
Setting virements above agreed limits	SO	A				OS			R2	R1	P
Trust Scheme of Financial Delegation	SO	A	R2			R1		P			
Setting Scheme of Financial Delegation								OS	A	R1	P
Monitor Trust Scheme of Financial Delegation			SO			OS		O			
Monitor Setting Scheme of Financial Delegation									SO	OS	O
Staffing Structure at the centre	SO	A	R2			R1					
Staffing Structure at each setting		SO							A	R1	
Management of Voluntary funds (raised by the LGB)									SO	OS	O
Trust / Setting Buildings Improvement Strategy	SO	A	R2			OS			R1	OS	P
Appointment of External / Internal Auditor	SO	A	R2			R1					
Internal audit findings for the Trust / settings		A - Trust				OS		P	A - Setting	OS	P
Monitoring Internal Audit reporting arrangements for the Trust / settings		SO				OS		O	SO	OS	O
Trust Risk Register	SO	A	R2			R1		P			
Setting Risk Register						SO		OS	A	R1	P
Trust Risk Register			SO			OS		O			
Setting Risk Register									SO	OS	O
Business Case for staffing restructure at the Centre	SO	A	R2			R1					
Business Case for staffing restructure at a Setting	SO	A				OS			R2	R1	

### 3. HR Policy and Management / Performance Management (PM)

Groups										
Members' Board	Directors' Board	Executive	Working Parties	Sub Working Groups	Chief Executive Officer	Deputy CEO & Education Executive Representative	Finance & Procurement Manager (CFO)	Local Governing Board (LGB)	Head Teacher	Academy Business Manager
MB	DB	EX	WP	SWG	CEO	DCEO & EER	CFO	LGB	HT	ABM

Key	SO	A / D / R	R2	R1	OS	O	P
	Strategic Oversight	Approve / Decision / Ratify	Second Recommendation	First Recommendation	Operational Oversight	Operational	Preparation

No	Responsibility / Task	Decision										
		MB	DB	EX	WP	SWG	CEO	DCEO & EER	CFO	LGB	HT	ABM
	HR Policy for the Trust	SO	A			JCNC	R1				Ratify	
	CEO Appointment – decide constitution of Appointment Board	SO	D									
	CEO Appointment	SO	CEO App Board									
	Central Team Appointments	SO	A	R2			R1					
	CEO absence management	SO	Nominated director (Vice/Chair)									
	Central Team absence management						OS					
	CEO investigation/disciplinary	Panel 2	Panel 1									
	Central Team investigation/disciplinary		Panel 1/2				OS					

CEO complaints	SO	Nominated director (Vice/Chair)										
Central Team complaints		SO				OS						
Head Teacher appointment – decide constitution of HT Appointment Board	SO	D - Trust				OS			D – LGB			
Head Teacher appointment	SO	HT App Board				OS						
Recruitment of Deputy Head Teacher			SO						D	R1		
Head Teacher Absence Management		SO				OS						
Head Teacher Investigation/Disciplinary	SO	Panel 1/2				OS						
Complaints about the Head Teacher		SO				OS						
Complaints about other staff at settings									SO	OS		
Other Staff Appointments at settings									A	R1		
Other Staff Absence Management at settings									SO	OS	O	
Other Staff Investigation/Disciplinary at settings		SO							Panel 1/2	OS		
Determining dismissal payments / pay discretions* – CEO	A	R1										
Determining dismissal payments / pay discretions* – central staff	SO	A	R2			R1						
Determining dismissal payments / pay discretions* – Head Teachers	SO	A				R2			R1			
Determining dismissal payments / pay discretions* – other staff		A				OS			R2	R1		
PM / Set Pay** of CEO	A	Review Panel										
PM / Set Pay** of Central Staff	SO	A	R2			R1						



	PM / Set Pay** of HT		SO				OS			Review Panel		
	PM / Set Pay** of setting staff		SO				OS			A	R1	

\*outside prescribed limits    \*\*within prescribed limits



### 5. Strategic Development Planning / Improving Education

Groups										
Members' Board	Directors' Board	Executive	Working Parties	Sub Working Groups	Chief Executive Officer	Deputy CEO & Education Executive Representative	Finance & Procurement Manager (CFO)	Local Governing Board (LGB)	Head Teacher	Academy Business Manager
MB	DB	EX	WP	SWG	CEO	DCEO & EER	CFO	LGB	HT	ABM

Key	SO	A / D / R	R2	R1	OS	O	P / C
	Strategic Oversight	Approve / Decision / Ratify	Second Recommendation	First Recommendation	Operational Oversight	Operational	Preparation / Consult with

No	Responsibility / Task	Decision										
		MB	DB	EX	WP	SWG	CEO	DCEO & EER	CFO	LGB	HT	ABM
	Trust Strategic Development Plan	SO	A	R1	OS	O	OS	OS		C		
	Individual setting School Development Plan									A	R1	
	Improving Education Strategy	SO	A	R1			OS	OS	O	C	O	
	School Led Review cycle		A	R1			OS	OS	O	C	O	O
	Identifying a 'setting that lacks capacity for self-improvement/underperforming setting'		A	R2			OS	OS	R1	R1	R1	
	Supporting an setting 'lacking capacity for self-improvement/underperforming'		A	R2			OS	OS	R1	R1	R1	

## 6. Trust Development

Groups										
Members' Board	Directors' Board	Executive	Working Parties	Sub Working Groups	Chief Executive Officer	Deputy CEO & Education Executive Representative	Finance & Procurement Manager (CFO)	Local Governing Board (LGB)	Head Teacher	Academy Business Manager
MB	DB	EX	WP	SWG	CEO	DCEO & EER	CFO	LGB	HT	ABM

Key	SO	A / D	R2	R1	OS	O	P/C
	Strategic Oversight	Approve / Decision / Ratify	Second Recommendation	First Recommendation	Operational Oversight	Operational	Preparation/ Consult with

No	Responsibility / Task	Decision										
		MB	DB	EX	WP	SWG	CEO	DCEO & EER	CFO	LGB	HT	ABM
	Vision and Aims	A	R2	R1						C		
	MAT Growth Plan	SO	A	R2			R1	OS	O	C		
	Initial contact with potential partners		A	R2			R1			C		
	Due Diligence Process		A	R2			R1	OS	O			O
	Tier One – informal collaboration		A	R2			R1	OS		C		
	Tier Two – formal collaboration agreement	A	R2	R1			OS			C		O
	Tier Three – growth	A	R2	R1			OS			C		O