Olive Academies Accountabilities Framework (also known as a scheme of delegation)

1. Introduction

The purpose of the accountabilities framework is to clarify where responsibility and decision-making sits in key functional areas across four sets of leaders: the Olive Academies (OA) Multi-Academy Trust (MAT) Board and its associated committees; the CEO and his executive leadership team; the Academy Advisory Boards (AABs); and the headteachers of our academies.

This framework defines roles and responsibilities for the areas where they interact, once an OA academy is open. It does not attempt to prescribe every activity in the remit of individual leaders. It also does not seek to indicate where responsibilities may be further delegated – for example, through job descriptions, by a headteacher to other staff within the academy, or the OA CEO to other staff within his team.
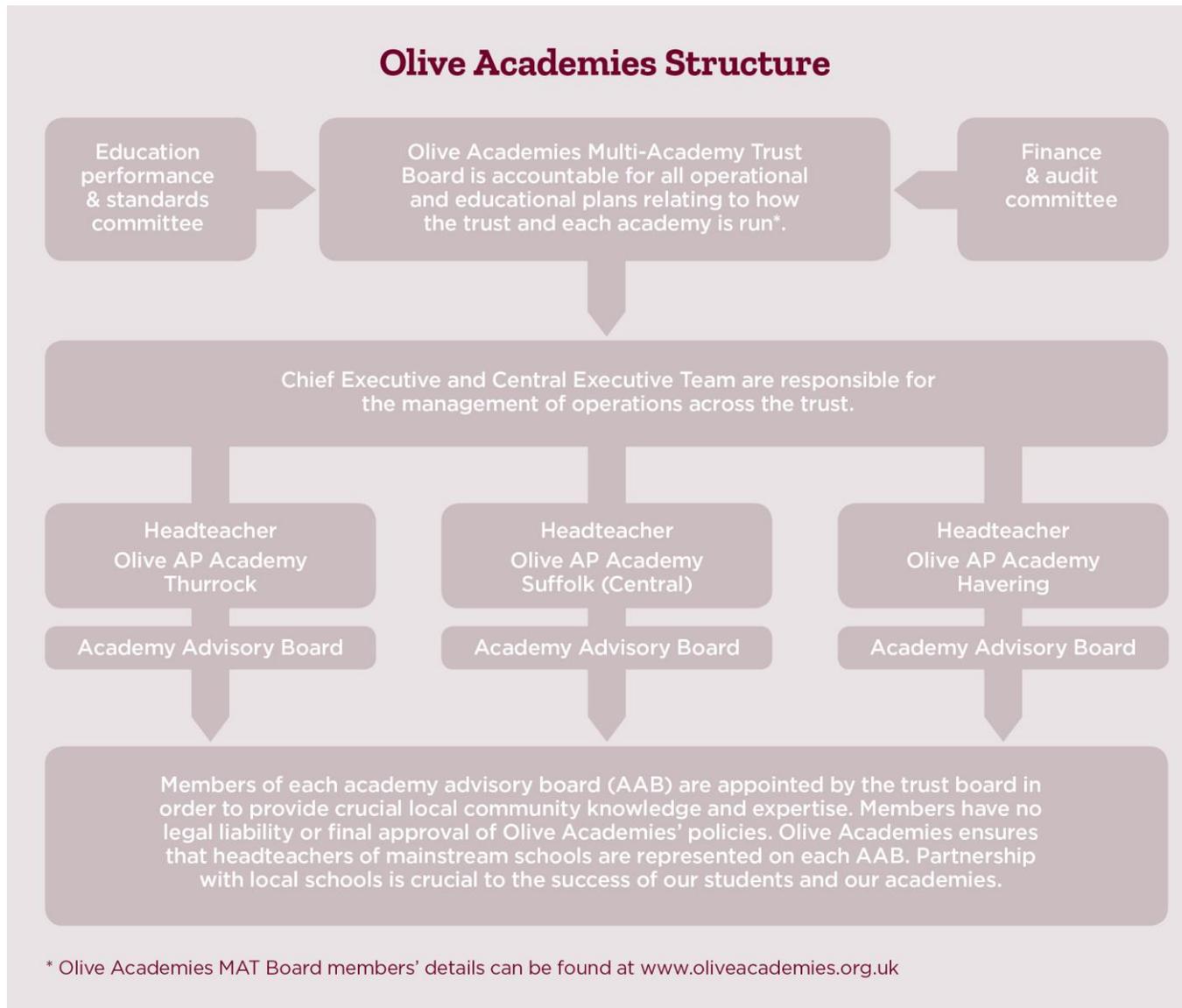
This document is intended to provide a guideline structure for all those involved in leading the MAT. OA is always learning as a MAT, and as we develop and expand, we recognise that this framework will also need to be reviewed – feedback on how it works in practice is vital. It is also inevitable that there is variation in the academies we run and the service we offer. The level of intervention, support and monitoring needed from OA central will depend on a number of factors, e.g. the Ofsted grade, the stage at which the academy is in its development, the building status. The frequency of monitoring visits and input will be much higher for new OA academies and lower graded academies. Those judged to be less than 'good' will be required to follow a number of non-negotiable improvement tools, which OA judge to be most suited to ensuring positive outcomes for the students we work with, and to enable academies to improve in a timely way. The OA central team will provide bespoke guidance and support as needed.

This guide is intended to:
1. Recognise the layers of leadership that exist within a multi-academy trust and provide a framework for these
2. Demonstrate where responsibility is delegated, although legal accountability remains with the OA MAT board
3. Provide clarification to all those working within OA, as well as to Ofsted and the Department for Education (DfE)

A summary of our structure is provided in section 2.

2. Role of OA MAT Board, CEO and executive leadership, AABs, and academy headteachers

Olive Academies Structure

Education performance & standards committee

Olive Academies Multi-Academy Trust Board is accountable for all operational and educational plans relating to how the trust and each academy is run*.

Finance & audit committee

Chief Executive and Central Executive Team are responsible for the management of operations across the trust.

Headteacher Olive AP Academy Thurrock

Headteacher Olive AP Academy Suffolk (Central)

Headteacher Olive AP Academy Havering

Academy Advisory Board

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Academy Advisory Board

Members of each academy advisory board (AAB) are appointed by the trust board in order to provide crucial local community knowledge and expertise. Members have no legal liability or final approval of Olive Academies' policies. Olive Academies ensures that headteachers of mainstream schools are represented on each AAB. Partnership with local schools is crucial to the success of our students and our academies.

* Olive Academies MAT Board members' details can be found at www.oliveacademies.org.uk

The **MAT board** is ultimately responsible and remain accountable for all operational and educational plans relating to how the trust and each academy is run. Details of trustees and members, and the constitution of the trust board are available in our governance documents published on the website - http://www.oliveacademies.org.uk/governance-2/. To oversee this, the board has established two central committees: **finance and audit (FAC); and education performance and standards (EPS).** These committees are in place to ensure the board is equipped with the relevant information and guidance it needs to have an oversight and take responsibility for leadership and outcomes across the trust.

The board is supported in this task by OA central. Management of operations across the trust has been delegated to the **chief executive officer (CEO) and executive leadership team** who are responsible for:
- implementing the policy and strategy adopted by and within a budget approved by the board and as applicable, advising the board on such policy, strategy and budget;
- overseeing the financial management of the organisation and making decisions and/or recommendations regarding expenditure that further the strategic aims, values and mission of OA.

The chief executive has an executive team of staff who work with academies on implementation of strategy and operations. This includes a **chief operating officer** (COO) who is responsible for strategic management of operations not related to education, and the **director of academy standards and effectiveness (DASE)** who manages academy headteachers, and academy improvement.

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

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

High level division of responsibilities

This articulates responsibilities in areas where it is important to define roles across leaders. It does not prescribe every activity in the remit of individual leaders

Type of activities	Academy headteachers *(Delivers on academy performance & operations)*	AAB *(Advises, supports and challenges academies)*	CEO (with COO and DASE) *(Implementation of strategy, and management of finance and operations of trust)*	OA MAT Board *(Ultimately accountable and approves all statutory policies and finance)*
Governance (further detail available in MAT board and AAB handbooks)	• Ensures AAB and MAT board are provided with the relevant reports and data to enable effective leadership of the trust **Risk management** – maintain an effective risk management process within the academy, escalating to the CEO any issues or concerns which might reasonably be expected to expose the trust to significant reputational, business, financial, legal or other risk	Review & approval of: • AAB minutes and forward plan • AAB performance and procedures **Risk management** – escalating to the trust board any issues or concerns, should they not already have been raised through risk framework	• Recommendations to the board re: MAT and AAB members (inc chair and vice chair of AABs) • Review & implementation of trust-wide governance arrangements including liaison with trust's legal advisers **Risk management** – escalation to the board any issues or concerns that might reasonably be expected to expose the trust to significant reputational, business, financial, legal or other risk. Development of effective and proportionate strategic and operational risk management systems & reporting to the trust board as appropriate.	• Approve scheme of delegation, terms of reference, policy framework • Accountable for meeting statutory requirements for governance arrangements Appointment & removal of: • Trustees • Chair of trustees • Committee chairs & members • AAB members, chair & vice chair **Risk management** – approval and monitoring of the trust risk management strategy **(NB the lead for this area is the EPS cttee with financial risk being monitored by the FAC cttee)**
Academy Improvement (further detail available in OA strategic plan and academy improvement plans)	• Develop academy strategy to meet Olive values & ethos, and involve and engage staff in shaping this • Develop academy improvement plan (AIP) and targets to meet the priorities outlined in the OA strategic development plan	• Support and challenge, and input into the development of the AIP and the Olive values • Support the HT to develop and implement academy strategy • Advise and support HT on engagement with key local stakeholders, e.g. other HTs and LA	• Responsible for ensuring OA values and ethos is followed and building a culture which matches these values • Develop OA strategic development plan • Approve academy targets and AIP	• Set overall vision, culture, ethos and strategic objectives for the trust • Hold CEO to account on academy improvement, and all operational areas **(led by EPS cttee reporting to board)**

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	• Deliver performance as per AIP and targets **Academy expansion** - provision of data, background to rationale for existing academy expansion, including risk analysis	**Academy expansion** - support and challenge, and input into existing academy expansion	• Intervene and provide support in academies on all aspects of implementing the AIP as needed • Monitor progress via external and internal reviews and report to board on academy performance **Academy expansion** - recommendations to the board on expansions	**Academy expansion** - approval of new academies joining the MAT, and expansion of existing academies
Teaching, learning, curriculum and assessment	• Deliver the Olive approach to Quality of Teaching, Learning and Assessment (QTLA) • Arrange CPD and coaching for teachers and associates and monitor teaching performance • Develop and implement academy curriculum • Manage assessment processes, ensuring carried out in line with statutory obligations and OA expectations for internal assessments • Ensure academy data is accurate and timely and used to inform decisions	• Advise on academy approach to teaching and learning including CPD and coaching for teachers and staff performance • Support and challenge heads in setting academy curriculum model • Review and question data with a view to improvement of outcomes for students	• Lead HTs in developing and implementing the Olive approach to teaching and learning and assessment • Provide guidance on development of curriculum • Provide leadership on assessment methodologies ensuring effective and efficient reporting to the board • Provide HTs with data analysis framework to ensure comparable data can be recorded and reported on	• Accountable for overall vision and model for teaching, learning curriculum and assessment
Safeguarding and wellbeing	• Set and embed academy approach to culture and wellbeing including Olive behaviour model, attendance, exclusion and inclusion, SEND and safeguarding • Ensure staff are equipped with skills to support safeguarding and promotion of wellbeing	• Informed of academy approach to culture and wellbeing including Olive behaviour model, attendance, exclusion and inclusion, SEND and safeguarding – reports to AAB and AAB members visits undertaken • Meet with OA students as appropriate to celebrate	• Lead HTs in developing and reviewing academy approach to culture and wellbeing including Olive behaviour model, attendance, exclusion and inclusion, and safeguarding	• Accountable for pastoral and safeguarding requirements laid out in statutory guidance

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	• Responsible for referrals for children at risk to LA and other agencies	achievements and discuss challenges		
Admissions	• Responsible for implementation of admissions in line with OA framework and in partnership with heads and LA • Participates and negotiates with LA over local fair access/in year placements protocols – and then implements	• Kept informed of major aspects such as policy and appeals • Review fair access in line with guiding principles	• Set admissions framework • Set guiding principles for fair access/ in year placements protocols; provides expertise	• Accountable for all legal responsibilities • Approve admissions framework
Compliance including safeguarding, health and safety, and data protection	• Responsible for compliance with statutory obligations and mandatory OA policies, including health and safety (H&S), safeguarding, SEND, admissions and exclusions • Respond to safeguarding complaints against staff • Ensure academy meets data protection requirements and standards in line with OA framework • Provide information for FOI requests • Respond to all academy level complaints • Engage and act on internal and external audits of compliance	• Advise on statutory compliance • Appoint link AAB member for safeguarding • Provide representation on exclusion panel • Informed of overall approach to data protection and security	• Set statutory and OA mandatory policies • Lead on all safeguarding complaints against DASE/HT • Manage annual audit and review process for compliance, including health and safety, data protection and safeguarding within each academy and report to MAT board • Appoint Data Protection Officer, set data protection policies, guidelines and standards, and deliver training • Respond to FOI requests	• Accountable for all compliance • Approve all statutory and OA mandatory policies **(EPS cttee)**
Finance & procurement (to be read in conjunction with Finance manual which includes	• Deliver budget and financial targets • Prepare budget and three year forecasting • Prepare monthly and end of year academy finance documents	• Advise on use of academy finances, particularly use of resources vs. education plans • Advise on pupil premium expenditure and its impact • Advise on locally led procurement	• Set financial policies and financial levels of authority as set out in finance manual • Approve & recommend to board: ○ academy budgets & forecasts	• Accountable for ensuring financial compliance & sustainability • Responsible for engaging external auditors

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financial levels of authority)	• Where relevant, find and implement local academy procurement opportunities
	• Adhere to financial levels of authority and guidance in finance manual
	• Engage in internal audit activities at academy level
			○ Use of reserves & endowments
			• Recommends academy finance targets to board
			• Support HTs and bursars with academy finances
			• Responsible for all MAT finance
			• Find, implement and manage MAT procurement opportunities
				• Accountable for meeting statutory requirements around reporting, budget submissions and financial controls
				• Approve all relevant finance policies
				• Approve:
				  ○ MAT budget (submission to EFA end July)
				  ○ Financial targets for academies
				  ○ Use of capital endowments;
				  ○ Running academy deficit;
				  ○ Financial statements
				  ○ Finance risk register
				Led by FA Cttee

IT	• Manage delivery of IT contract locally including maintenance and upgrades (in discussion with OA central to ensure efficiencies) • Set academy IT strategy and promote acceptable use policy amongst staff and students		• Procure and manage IT contract for the trust • Lead on development of IT strategy across the trust • Lead response in event of data breach	• Approve IT strategy
HR / Recruitment	• Ensure HR policies and processes are implemented in line with policies on recruitment, wellbeing, performance appraisal, probation, leadership development, pay and benefits, disciplinary and grievance. • Develop staff restructure proposals	• Participate in HT recruitment panels, performance appraisals for HT and pay panel for staff and/or receive report on performance management and pay • Engage in disciplinary and grievance panels	• Set HR and recruitment policies and approach to performance appraisal, wellbeing, probation, leadership development, pay and benefits, disciplinary and grievance • Approve significant staff restructures • Recruitment of leadership posts • Support academies with ongoing HR guidance • Liaise with unions	• Responsible for appointment, remuneration and performance management of CEO • Accountable and approve all HR compliance and policies **(EPS cttee)** • Final route of appeal for dismissals and grievances in line with HR policies

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			• CEO responsibility for grievance, disciplinary and capability appeals in line with policies and processes • Responsible for recruitment and contract with HR provider	
Communications & community (further detail in communications strategy and guide)	• Follow and adhere to the OA Communications Strategy • Ensure all academy staff are aware of and work within OA Communications Guidelines • Ensure academy communications up to date and relevant, inc website, newsletters, social media • Manage parent, community, local stakeholder engagement • Lead on local authority communications	• Support parent communications and community engagement • Act as ambassadors to community and engage with local authorities and other heads	• Set communication guidelines for the trust including academies through: communications guide; internal comm'ns; managing crisis comm'ns • Support exec/heads with local authority comm'ns as needed • Set and monitor use of OA brand & academy guidelines • Lead on profile raising/building OA reputation • Manage all trust and academy media engagement • Establish and lead the OA comm'ns Crisis team if needed	• Act as ambassadors for OA, representing and speaking on behalf of the organisation as needed • Approve any changes to the overall OA brand • Provide leadership on crisis comm'ns as needed
Building projects	• Identify need and provide rationale for significant building work • Contribute to proposal development for significant building projects and refurbishments	• Support and challenge, and input into the development of academy building / refurbishment proposals	• Develop proposals for significant building projects • Approve building projects and refurbishments if >£25K or in deficit • Lead on all significant building project procurement and delivery ensuring construction, design and management (CDM) compliance	• Accountable for all compliance with building projects • Approve initial building projects