



DIOCESE OF WORCESTER MULTI ACADEMY TRUST SCHEME OF DELEGATED AUTHORITY

Effective from January 2023

Our Vision

'To Love, To Learn, To Serve' sums up the DoWMAT's vision for those who come together to create the MAT, enabling all to flourish both as individuals and in community with each other; living life in all its fullness (John 10:10).

Our Values



To Love

The New Testament sums up the entire law as a call to “love your neighbour as yourself” (Galatians 5:14). The Bible teaches that we are only able to love because God first loved us (1 John 4:10). This love is expected to characterise the way in which the DoWMAT operates, makes decisions, builds relationships, and carries out its day-to-day business: each person putting the needs of others before their own, with a commitment to the flourishing of all. The exposition of love in 1 Corinthians 13 reminds us that love is patient, kind, forgiving, generous, humble, trusting, respectful, hopeful, resilient and enduring. Those who learn and work in the DoWMAT, and all who come into contact with it, can expect to experience that love in the way that they are treated.



To Learn



The DoWMAT is a Christian learning community that is committed to enabling all to live a life of freedom and transformation as a result of the hope and wisdom that learning brings. Learning is at the heart of the Church of England’s vision for and commitment to education. Growing in wisdom is celebrated in the Bible and all are exhorted to listen, to seek guidance, to acquire knowledge and to learn discretion (Proverbs 1: 1-6), largely through human relationships and interactions. Jesus’ teaching, as summed up in the Beatitudes (Matthew 5:3-10), describes human beings who are learning to live a life that is characterised by humility, compassion, mercy, righteousness and peace. The learning that takes place within the DoWMAT is expected to be recognisably rooted in these godly characteristics and focused upon enabling the holistic development of people who are made in the image of God.

To Serve

Service and servant leadership, was a striking feature of the way in which Jesus lived his life. The example he gave to his disciples in washing their feet (John 13:1-17) provides us with a role model for the way in which we should seek to live in community with others. Putting the needs of others before our own, supporting people in their growth and development as holistic human beings, enabling people’s gifts and talents to come to the fore as a result of our service to them are all defining characteristics of the way in which the DoWMAT operates. In serving others and meeting their needs through generosity of spirit, we manifest God’s grace and love for others (1 Peter 4:8-11).



These core values underpin all aspects of our Trust as we strive to make a positive difference to the lives of all DoWMAT pupils whilst they are at school and in later life. Through these values, we can be sure our community is one of hope; a place of transformation and trust, where all are treated with respect and dignity.

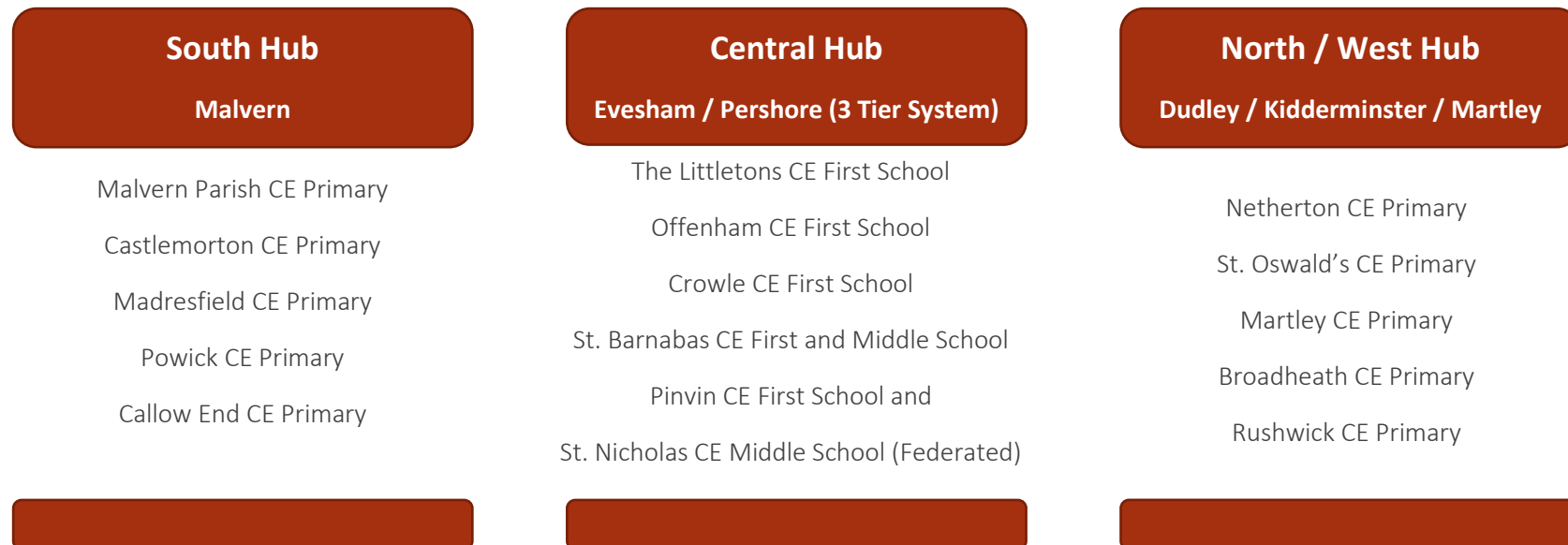
OUTSTANDING PROFESSIONALS | COLLABORATIVE PARTNERSHIPS | STRONG SYSTEMS | CONFIDENT LEARNERS

Trust Details

The Diocese of Worcester Multi Academy Trust (DOWMAT) was established in September 2016 and serves a growing number of academies within the Diocese of Worcester, which encompasses the Local Authorities of Worcester and Dudley. All are deeply committed to implementing a collaborative approach to developing and securing excellent educational provision for all our pupils. DoWMAT welcomes both church and non-church schools into our Trust. DoWMAT has high aspirations for its stakeholders, aiming to create futures for all.

DoWMAT Academies

There are currently 16 DoWMAT Academies:



Introduction

DoWMAT has been set up by the Worcester Diocesan Board of Education of to enable church schools and non-church schools to be fully supported as they become academies. It is the aim of DOWMAT to create and sustain a family of academies which provide children of all faiths and none with excellent educational provision within a distinctively caring and supportive Christian ethos.

As a charity and company limited by guarantee, the Diocese of Worcester Multi Academy Trust (the “Company”), is comprised of and governed by:

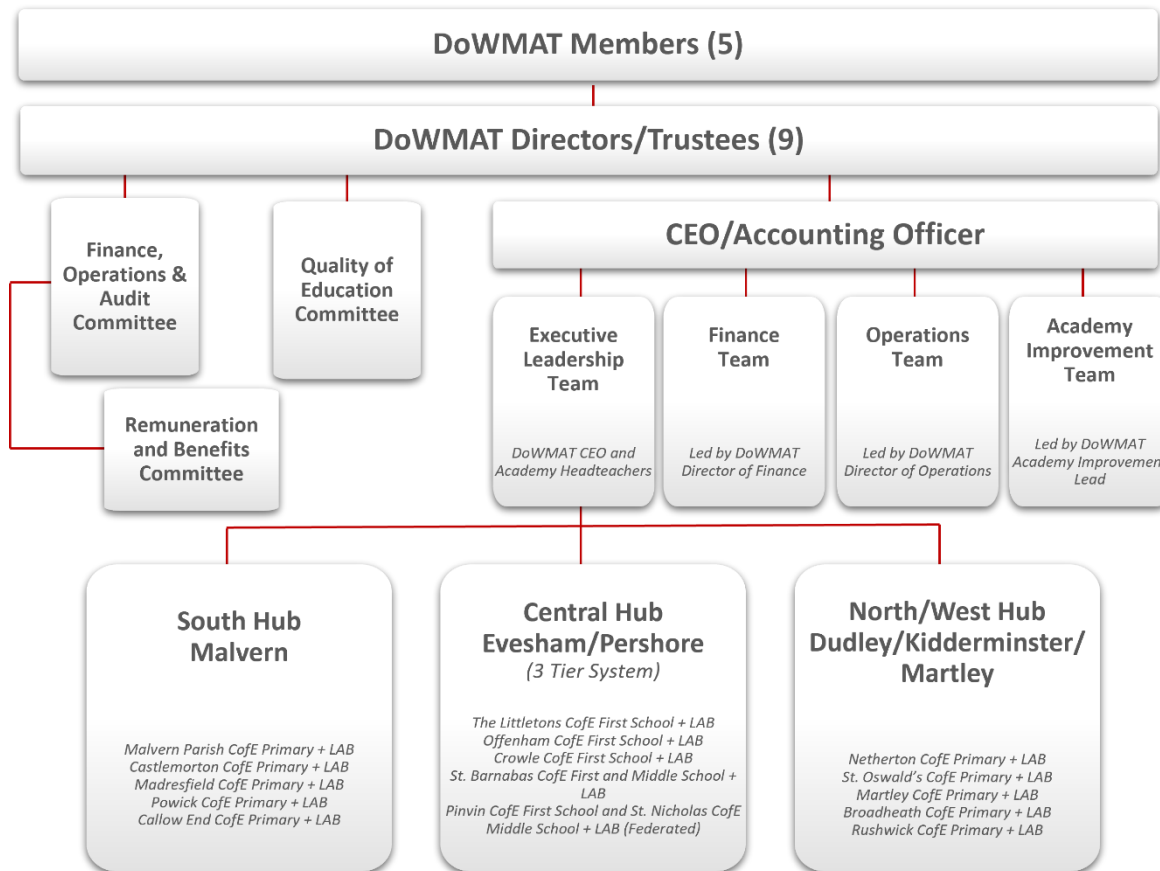
- Members who guarantee the liabilities of the Company and review the strategic direction.
- A Board of Directors (the “Directors”) who are responsible for, and oversee, the management and administration of the Company and the academies run by the Company (DoWMAT).
- A Finance and Audit Committee which is responsible for financial scrutiny and oversight.
- A Quality of Education Committee, which is responsible for overseeing the teaching and leadership standards across the academies in the company.
- Local Academy Boards ("LABs"); there will be one LAB for each academy which will be responsible for, subject to the provisions of this Scheme of Delegated Authority (SoDA), the day-to-day management and administration of each academy.

This Scheme of Delegated Authority explains the ways in which the Directors fulfil their responsibilities for the leadership and management of DoWMAT and the respective roles and responsibilities of the Local Academy Boards and other key personnel. The aim of the SoDA is to provide clarity to all concerned at leadership level on the extent of their rights, responsibilities, authority and powers, and to provide a framework within which the Company is expected to operate.

This Scheme has been put in place by the Directors from the effective date and should be read in conjunction with the DoWMAT Articles of Association. This Scheme may be terminated or amended by the Trust Board at any time by giving notice in writing to the Local Academy Boards.

In considering any material changes to this Scheme, including termination, the Trust Board will have regard to, and give due consideration of, any views of the Local Academy Board.

Current Governance Structure



The Scheme of Delegated Authority is divided into six sections:

1. Strategy and Leadership
2. Education and Curriculum
3. Staffing and HR
4. Finance
5. Operations
6. Safeguarding

Appendix 1: Decisions for key HR Processes

Appendix 2: Performance Management Responsibilities

This Scheme of Delegated Authority should be read in conjunction with the following Trust policies:

Finance Policies

DoWMAT Financial Regulations
Anti-Fraud and Corruption Policy and Procedure
Competitive Tendering Policy
Investment Policy
Risk and Opportunities Policy
Pay Policy

HR Policies

Capability Procedures
Disciplinary Policy
Grievance and Harassment Policy
Leave of Absence Policy
Managing Sickness Absence in Schools
Working in Academies: Code of Practice
Whistleblowing Policy and Procedure
Gifts and Hospitality Policy
Managing Allegations of Abuse against Staff and Volunteers

Levels of Delegation

In this table, the phrases used have the following meanings:

Consult: the individual/group that should be consulted as part of the process of completing a particular task.

Prepare: the individual with responsibility for preparing the task / paperwork in question

Deliver: the individual/group that has responsibility for undertaking 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.

Determine: the individual/group that has primary responsibility for ensuring the particular task is completed and determining how the Trust and/or Academies (as appropriate) should undertake the task, including determining appropriate milestones and targets to be reported against.

Develop: the individual/group that has responsibility for developing proposals relating to a task for discussion and approval by the appropriate decision-making individual/group.

Recommend: the individual/group that should make recommendations as to how a particular task should be completed. In the case of (i) the CEO they will be making recommendations to the Board and/or LAB (as appropriate), (ii) the LAB they will be making recommendations in relation to their Academy to the Board, CEO and/or Headteacher (as appropriate) and (iii) the Headteacher they will be making recommendations in relation to their Academy to the CEO and/or LAB (as appropriate).

Report: the individual/group that has responsibility for reporting on the delivery of tasks. In the case of (i) the CEO they will be making reports to the Board and/or LAB (as appropriate), (ii) the LAB they will be making reports in relation to their Academy to the Board and/or CEO (as appropriate) and (iii) the Headteacher they will be making reports in relation to their Academy to the CEO and/or LAB (as appropriate).

Review: the individual/group that has responsibility for reviewing whether a particular task is being carried out satisfactorily and where appropriate requiring action to be taken to ensure task is delivered appropriately. In the case of (i) the Board they will be reviewing the CEO and/or LAB (as appropriate), (ii) the CEO they will be reviewing the Headteacher and (iii) the LAB they will be reviewing the Headteacher and his leadership team.

Comply: the individual/group will follow agreed policies and procedures.

NB: There is scope for variation in the Scheme of Delegated Authority in relation to individual academies, subject to their performance, the strength of Governance and leadership within the academy and the academy Ofsted category. Points 1.15, 2.19, 3.18, 3.19, 3.20, 3.21, 3.22, 5.11 and 6.18 give an indication of when the Board will take action with regard to any individual academy should concerns be identified regarding any financial, governance or compliance matter or regarding any matters concerning safeguarding or the educational provision within those academies. In these cases of concern, the Board reserves the right to intervene as considered appropriate by the Board and the CEO. This may involve variations in or a reduction of the Scheme of Delegated Authority granted to the school.

To assist interpretation of the matters delegated, the table below provides additional comment, as appropriate.

1. GOVERNANCE							
No	Decision	Members	Trust Board	CEO	Director of Finance (FD) / Director of Operations (OD)	Local Academy Board	Exec Head / Head
1.1	Appoint / Approve Members	Deliver and Determine (with approval from WDAT)					
1.2	Role descriptions for Members	Deliver and Determine					
1.3	Appointments of Trustees / Directors – ensuring processes in place for appointment of trustees (including ensuring that the Directors have the skills to run the Trust)	Determine – policies and criteria for the selection of Trustees / Directors Review – the Board’s own performance	Co-opt up to 2 Directors				
1.4	Review the Board’s role in achieving the strategic objectives of the Trust. Removing Trustees / Directors from office where necessary	Determine					
1.5	Appoint / Remove Chair of the Board of Trustees / Directors		Deliver and Determine				
1.6	Role descriptions for Trustees / Directors, Chairs, Local Academy Boards		Deliver and Determine				

No	Decision	Members	Trust Board	CEO	Director of Finance (FD) / Director of Operations (OD)	Local Academy Board	Exec Head / Head
1.7	Appointments of Local Academy Board members – ensuring processes in place for the appointment of Local Academy Board members (including ensuring that Local Academy Board members have the skills to run the Academy)		Determine – policies and criteria for the selection of Governors Review – the performance of the LABs Set the overall Instrument of Governance with input / approval from the DBE.	Report - to the Board on the performance of the LABs Review - annually the size, structure and composition and skill of LABs Recommend – if appropriate - changes to the size and composition of the LABs (excluding Foundation Governors)		Review - procedures for the election of staff and parent members of the LAB Review – own performance Determine – appoint the Chair of the LAB Consult - provide names for Foundation members Determine – appoint co-opted Local Academy Board members	
1.8	Appoint Chair of Local Academy Board					Deliver and Determine	Recommend
1.9	Appoint Clerk to the Board of Trustees / Directors		Deliver and Determine				
1.10	Appoint Clerk to the Local Academy Board					Deliver and Determine	
1.11	Appointment of the Accounting Officer and Audit Committee		Deliver - appoint Accounting Officer and the Audit Committee	Deliver – the Accounting Officer role			
1.12	Prepare terms of reference for Board and LAB Committees		Determines and Delivers for the Board / Board committees Review – annually			Determines and Delivers for the LAB / LAB committees Review - annually	

No	Decision	Members	Trust Board	CEO	Director of Finance (FD) / Director of Operations (OD)	Local Academy Board	Exec Head / Head
1.13	Ensure appropriate training is available for Directors and LAB members		Deliver – attend training	Recommend where appropriate		Deliver – attend training	Recommend where appropriate
1.14	Deliver clear systems of Governance to ensure public funds are managed in line with the Nolan Principles and achieve the charitable objective of the Trust		Determine and Deliver	Deliver	Deliver - OD	Deliver	Deliver
1.15	To act to protect the reputation of the Trust and its academies, taking action where required including the establishment of an interim Local Academy Board, or the removal of specific Governors if necessary		Determine	Deliver		Review	Comply

2. STRATEGY AND LEADERSHIP

No	Decision	Members	Trust Board	CEO	Director of Finance (FD) / Director of Operations (OD)	Local Academy Board	Exec Head / Head
2.1	Set the strategic direction of the Trust and Key Performance Indicators against which progress towards achieving the vision can be measured		Determine – for the Trust	Develop and Deliver – in the case of the Academies in consultation with LAB and Headteacher	Develop finance KPIs - FD		

No	Decision	Members	Trust Board	CEO	Director of Finance (FD) / Director of Operations (OD)	Local Academy Board	Exec Head / Head
2.2	Set the strategic direction and Key Performance Indicators for individual academies against which progress towards achieving the vision can be measured		Review	Determine for the Academies		Consult, Deliver and Review	Comply and Report
2.3	Set the Vision and Values of the Trust		Determine and Review	Develop and Deliver		Deliver	Deliver
2.4	Set the Vision and Values for the individual academy		Review	Review		Determine and Deliver in line with the whole Trust Vision and Values	Deliver and Report
2.5	Complete and keep under review Academy SIAMs self-evaluation		Review	Review		Determine and Deliver	Prepare and Deliver
2.6	Scrutiny – review and challenge performance of the Trust and the Academies against its strategic objectives and Key Performance Indicators		Determine – Trust wide and Academy KPIs Review – performance of the Trust and Academies against KPIs	Consult – with the LABs and propose KPIs to the Board Receive reports - from the LABs and report performance of the LABs against KPIs		Review – performance of the Academy Deliver - holding leadership to account for delivery against KPIs	Deliver – performance of the Academy against KPIs Report – performance of the Academy to LAB
2.7	Compliance: Funding Agreement – comply with all obligations including the current Academies Financial Handbook		Review	Deliver	Deliver - FD Comply - FD	Deliver and Review	Comply

No	Decision	Members	Trust Board	CEO	Director of Finance (FD) / Director of Operations (OD)	Local Academy Board	Exec Head / Head
2.8	Compliance: Regulatory – with all regulations affecting the Trust (including all charity law, company law, employment law and health and safety)		Determine policies to ensure compliance Review	Develop in conjunction with Trust HR advisors Comply Review - implementation of Trust procedures and Report to the Board	Deliver - OD Comply - OD	Deliver and Review	Deliver and Comply Report – to LAB & CEO
2.9	Compliance: Financial Oversight - ensuring that there are appropriate financial controls so that there is regularity, probity and value for money in relation to the management of public funds		Determine – policies to ensure compliance Review	Deliver Report – to Board	Deliver - FD Comply – FD Report – to CEO and to the Board	Deliver and Review	Deliver and Comply Report – to LAB & CEO
2.10	Compliance – completing the register of business interests and put in place a procedure to deal with any conflicts of interest and connected party transactions		Determine – policies to ensure compliance Deliver		Deliver - OD	Deliver and Review	

No	Decision	Members	Trust Board	CEO	Director of Finance (FD) / Director of Operations (OD)	Local Academy Board	Exec Head / Head
2.11	Policies – review and approval of Trust Wide Policies (including Charging and Remissions policies, Health & Safety, HR policies)		Determine	Deliver – presenting policies to the Board for approval Report – material non-compliance to the Board (HR Policies to be provided by HR Provider – overseen / checked by CEO.)	Review – FD and OD	Deliver	Deliver
2.12	Academy level policies			Review	Review (where relevant) – FD and OD	Determine and Review academy specific policies	Deliver – presenting Academy specific policies for approval by the LAB Report – non-compliance to the LAB and the CEO
2.13	Determine protocols for considering to take on new schools (including due diligence arrangements)		Determine	Recommend and Deliver	Deliver on due diligence – OD / OF		
2.14	Decide to take on a new school / open a free school		Determine	Recommend and Deliver			
2.15	Structural organisation of the Trust		Determine	Recommend and Deliver			
2.16	Academy closure or re-brokerage (termination of Funding Agreement)		Determine (DBE approval needed)	Recommend and Review	Deliver - OD	Consult, Review and Recommend	Consult
2.17	Academy amalgamation / merger		Determine	Recommend and Review	Deliver - OD	Consult, Review and Recommend	Consult

No	Decision	Members	Trust Board	CEO	Director of Finance (FD) / Director of Operations (OD)	Local Academy Board	Exec Head / Head
2.18	Agreeing other significant changes to an academy (e.g. potentially contentious proposals, changes to premises, change of age range)		Determine – ensuring compliance with regulations	Recommend and Review	Deliver - OD	Consult on changes recommended by the Board or Recommend own changes to the Board	Consult
2.19	To take appropriate action where concerns are identified over matters of compliance in any Trust academy, including intervening to provide additional leadership and guidance		Determine	Deliver	Deliver on financial concerns - FD	Review	Comply

3. EDUCATION AND CURRICULUM

No	Decision	Members	Trust Board	CEO	Director of Finance (FD) / Director of Operations (OD)	Local Academy Board	Exec Head / Head
3.1	Trust / Academy Development Plan / SEF - in line with strategic aims of the Trust		Determine - the Trust Development Plan	Determine format for academy SDP / SEF in consultation with the Headteachers Deliver – drafting and agreeing the Trust SEF / Development Plan	Deliver Trust Financial Plan - FD	Review progress of academy action towards SDP and academy priorities – including reviewing ALP reports and challenging the Headteacher in respect of these	Work with the ALP / Head of Education in producing the Academy SEF / Development Plan Review – the Academy SEF / Development Plan at regular intervals

No	Decision	Members	Trust Board	CEO	Director of Finance (FD) / Director of Operations (OD)	Local Academy Board	Exec Head / Head
3.2	Quality of Teaching - ensuring appropriate levels of support, challenge and intervention to support delivery of education outcomes		Review - the work of the CEO	Determine and Deliver - supporting the Academies and intervening where appropriate		Review - at the Academy Report – strengths and concern in the quality of teaching to the CEO / Board	Deliver – leadership and management of staff to ensure teaching and learning objectives are met Report- strengths and concerns in the quality of teaching to LAB / CEO
3.3	Pupil Progress and Assessment		Review	Review and Report to Board		Review	Deliver and Report to LAB and CEO
3.4	Curriculum – setting the curriculum for the Academies and reviewing its effectiveness Set and implement Curriculum Policies, including RE and RSE		Review – effectiveness of the curriculum across Trust	Review – monitoring of the effectiveness of the curriculum within academies		Consult Review	Determine and Deliver Report to LAB and CEO
3.5	SEND Policies, Provision and Information Report		Determine policy and Review	Review		Review	Deliver Update Information Report annually and post on website
3.6	Pupil Premium – reviewing and challenging the value for money of the Pupil Premium in terms of educational outcomes and narrowing the achievement gap		Review	Report – to Board effectiveness of use of the Pupil Premium across Trust		Determine and Review – how Pupil Premium is spent at the Academy	Deliver Report – on effectiveness of use of the Pupil Premium. Post on website.

No	Decision	Members	Trust Board	CEO	Director of Finance (FD) / Director of Operations (OD)	Local Academy Board	Exec Head / Head
3.7	Pupil Matters (Behaviour Policy, Attendance, Punctuality)		Review	Review delivery Report to the Board		Determine Review Receiving reports from the Headteacher Report any material issues to the Board and the CEO	Deliver – ensuring student issues are dealt with in accordance with Trust and Academy Policies Report – to the LAB / CEO on any material issues
3.8	Pupil Matters - Suspensions		Determine policy and Review	To review procedures for managing suspensions, support the academy where required and arrange a suitably qualified independent panel as necessary		To deliver on pupil discipline hearings with the support of the MAT where required	Deliver and comply with agreed policies and procedures for managing suspensions – including reporting these to the MAT Central Team.
3.9	Admissions Policy		Review	Determine model Admissions Policy to ensure this meets national requirements and reflects the Trust’s vision and Values		Determine individual Academy Policy in line with the Trust model policy	Deliver
3.10	Admission decisions		Review	Determine and Deliver on complex decisions referred by the Headteacher		Review	Consult and Determine
3.11	Complete standardised documents for academy improvement i.e. SDP, SEF, Teaching Profiles etc			Determine		Review	Consult and Deliver

No	Decision	Members	Trust Board	CEO	Director of Finance (FD) / Director of Operations (OD)	Local Academy Board	Exec Head / Head
3.12	Collective Worship (Statutory) arrangements for the individual Academy			Review		Determine and Review	Determine, Deliver and Review
3.13	Academy Hours – setting the opening and closing times for the Academies		Consult	Review	OD – Review and Report to CEO	Determine – following consultation with the Board	Comply and Deliver
3.14	Term Dates and length of school day		Consult	Review	OD – Review and Report to CEO	Determine – following consultation with the Board	Comply and Deliver
3.15	School lunch – ensure provided to appropriate nutritional standards		Receive and Review concerns		OD – Review and Report to CEO and Board	Review Report any concerns to the Board and the CEO	Deliver
3.16	Provision of free school meals to those meeting criteria		Receive and Review concerns		OD – Review and Report to CEO and Board	Review Report any concerns to the Board and the CEO	Deliver
3.17	Assessment – to adopt a whole Trust tracking system and guidelines for using assessment data effectively to ensure pupils make appropriate progress		Review	Determine - in consultation with Headteachers Deliver and Report to the Board		Review	Deliver – to include data returns to the CEO as required Consult Report to LAB / CEO
3.18	To take action where concerns are identified over the outcomes of pupils in any academy, including intervening to provide additional leadership and guidance		Determine	Deliver		Review	Comply

No	Decision	Members	Trust Board	CEO	Director of Finance (FD) / Director of Operations (OD)	Local Academy Board	Exec Head / Head
3.19	To take additional action where concerns are identified in any academy over the progress of disadvantaged pupils, including intervening to provide additional leadership and guidance		Determine	Deliver		Review	Comply
3.20	To take action where concerns are identified over the curriculum taught in any academy, including intervening to provide additional leadership and guidance		Determine	Deliver		Review	Comply
3.21	To take action where concerns are identified over the Safeguarding of pupils in any academy, including intervening to provide additional leadership and guidance		Determine	Deliver		Review	Comply
3.22	To take action where concerns are identified over the attendance of pupils in any academy, including intervening to provide additional leadership and guidance		Determine	Deliver		Review	Comply

4. STAFFING AND HR							
No	Decision	Members	Trust Board	CEO	Director of Finance (FD) / Director of Operations (OD)	Local Academy Board	Exec Head / Head
4.1	Appointing the CEO		Determine				
4.2	Appointing Central Team staff		Determine	Deliver			
4.3	Determine salary ranges and job descriptions for Central Team staff		Consult and Review	Determine and Deliver			
4.4	Determine the leadership structure at each individual academy		Review	Determine and Deliver		Consult and Comply	Consult and Comply
4.5	Appointing Executive Headteachers		Review	Determine and Deliver			
4.6	Appointing the Headteachers / Heads of School at each Academy		Review	Determine and Deliver – in consultation with the LAB		Recommend – two representatives to sit on the appointment panel with the CEO (and DBE representative for Church School Headteacher appointments)	
4.7	Determine salary ranges and job descriptions for Executive Headteachers / Headteachers / Heads of School		Consult and Review	Determine and Deliver	Consult FD	Consult and Comply	Consult and Comply
4.8	Appointing of Cross-Trust Staff (in line with recruitment policy)		Consult and Review	Appoint and report to the Board			

No	Decision	Members	Trust Board	CEO	Director of Finance (FD) / Director of Operations (OD)	Local Academy Board	Exec Head / Head
4.9	Determine salary ranges and job descriptions for Cross-Trust Staff		Consult and Review	Determine and Deliver	Consult FD		
4.10	Appointing Academy Staff – teaching and learning			Consulted - with regard to the appointment of Senior leadership positions	Review - FD	Notify CEO / FD of any forthcoming appointments prior to advert (teaching and TA staff) Appoint SLT (in consultation with the Headteacher)	Recommend – SLT Determine – all others
4.11	Determining salary ranges and job descriptions of academy staff – teaching and learning			Determine – model job descriptions	FD – Review and Consult Teachers’ Pay and Conditions	Review	Determine – appoint and assign job descriptions
4.12	Appointing Academy Staff – operational			Consult	Consult FD / FO	Consult and Comply	Determine Notify CEO / FD of any forthcoming appointments prior to advert (admin / operations)
4.13	Determine salary ranges and job descriptions for operational academy staff – admin / finance / caretaking / site managers		Review	Determine and Deliver	Consult FD / FO	Consult and Comply	Consult and Comply
4.14	Appointing Nursery Managers / Staff		Review	Determine and Deliver		Consult and Comply	Consult and Comply

No	Decision	Members	Trust Board	CEO	Director of Finance (FD) / Director of Operations (OD)	Local Academy Board	Exec Head / Head
4.15	Determine salary ranges and job descriptions for Nursery Manager / Staff		Review	Determine and Deliver	Consult FD / FO	Consult and Comply	Consult and Comply
4.16	Ending of fixed term contracts			Deliver for Trust Central Team / Headteachers / Heads of School / Executive Headteachers			Deliver for academy staff in line with policy
For Appraisal Reviewers for each DoWMAT role, please see Appendix 2.							
4.17	Staffing Matters (including Recruitment, Discipline, Capability, Grievance, Pay and Absence policies) in accordance with all appropriate regulations		Determine Review	Develop in conjunction with Trust HR advisors Comply Review - implementation of Trust procedures and Report to the Board		Comply	Comply
NB: For clarity, decision makers for all key HR processes to be found in Appendix 1. These to be read and followed in conjunction with the relevant HR Policy.							
4.18	Setting Terms and Conditions of Employment and Staff Handbook		Determine – and consider any proposals by LABs to make amendments	Recommend		Consult - report to Board on any suggested changes to the Academy's terms and conditions	Comply

5. FINANCE							
No	Decision	Members	Trust Board	CEO	Director of Finance (FD) / Director of Operations (OD)	Local Academy Board	Exec Head / Head
5.1	Set financial Key Performance Indicators for the Trust and the academies, agreeing key priorities against which progress towards achieving the vision can be measured		Determine		Recommend and Deliver – FD Report to CEO and Board	Consult and Deliver	Consult and Deliver
5.2	Agree a strategy to secure the Trust’s financial health in the short and long term		Determine – in consultation with the LABs and FD Benchmark with other organisations as appropriate	Recommend a funding model to the Board for approval Review	Consult – with the Board Review - compliance with the overall financial plan for the Academy - FD	Consult and recommend	Comply
5.3	Trust Annual Budget – agreeing the cumulative Trust budget		Determine	Recommend and Review	Recommend and Deliver - on preparation of Trust budget and present to the Board for approval. Review submission of Trust budget to the ESFA – FD	Determine with FD in respect of the Academy’s requirements Prepare and recommend annual budgets to the FD to recommend to CEO	Deliver and prepare annual budget for LAB Comply

No	Decision	Members	Trust Board	CEO	Director of Finance (FD) / Director of Operations (OD)	Local Academy Board	Exec Head / Head
5.4	Expenditure and ensuring delivery of Academy Annual Budgets (To plan and manage monthly expenditure and financial reports, and identify actual or potential items of budget overspend/underspend)		Review	Review	Determine Report – to the board any material issues with delivery against the Annual Budget by the Academies Receive reports – on matters of concern in connection with compliance with the Annual Budgets - FD	Review monthly expenditure and implement measures to remain within budget Report - to the CEO any issues with expenditure or compliance with the Annual Budgets by the Academy	Deliver Report – to the LAB any need for any matters of concern in respect of the Academy’s annual budget
5.5	Setting Trust wide and academy specific procurement policies (for suppliers including auditors, HR and payroll providers and solicitors) in accordance with the Funding Agreement, Academies Financial Handbook and the Trust’s procurement policy		Review	Review and Deliver	Determine and Deliver Report – any issues or non-compliance to the Board - DO	Review delivery - compliance with policies Report – any issues or non-compliance to the CEO	Comply
5.6	Financial Policies – establishing of policies and procedures to ensure compliance with the Trust’s financial and reporting requirements		Review	Review and Deliver	Determine and Deliver Report – any issues or non-compliance to the Board - FD	Review delivery - compliance with policies Report – any issues or non-compliance to the CEO	Comply

No	Decision	Members	Trust Board	CEO	Director of Finance (FD) / Director of Operations (OD)	Local Academy Board	Exec Head / Head
5.7	Determining Pay Policies for all Trust Staff		Review	Determine	Consult	Comply and Deliver	Comply and Deliver
5.8	Determine annual uplifts		Review	Determine– in conjunction with union recommendations	Consult	Comply and Deliver	Comply and Deliver
5.9	Investments – agreeing the investment policy in line with the Academies Financial Handbook and any internal polices and controls		Determine and review delivery	Review	Recommend and Deliver - FD	Recommend	Comply
5.10	Approving annual accounts		Approve - and submit to the Members	Review	Deliver – arrange for auditing and filing of annual report and accounts Report – any concerns to the Board / CEO - FD	Review and Report – any concerns to the COO	Comply – by keeping proper records in respect of the Academy and providing such information to assist the Trust in preparation of the Annual Accounts
5.11	Corporate Risk Register – ensuring this is in place, accessible to and followed at all levels.		Determine Review delivery	Deliver		Deliver – management of Academy risk register	Comply
5.12	Corporate Risk Register – Ensure all levels are aware of how to elevate risk, where appropriate.		Determine Review delivery	Deliver and Review	FD and OD – Review relevant risks	Deliver – identify, mitigate and elevate risk to the Board, as appropriate	Comply

No	Decision	Members	Trust Board	CEO	Director of Finance (FD) / Director of Operations (OD)	Local Academy Board	Exec Head / Head
5.13	To act to protect the financial reputation of the Trust and its academies, taking action where required, including taking over the financial function of the academy or initiating a staffing structure review where necessary.		Determine	Deliver	Deliver	Review	Comply

6. OPERATIONAL

No	Decision	Members	Trust Board	CEO	Director of Finance (FD) / Director of Operations (OD)	Local Academy Board	Exec Head / Head
6.1	Determining and allocating central services provided through the Service Level Agreement to the Academies by the Trust		Determine central services (in consultation with the LABs)	Deliver – on recommending the allocation of services to the Board	Deliver – on recommending the allocation of financial services to the Board – FD	Recommend regarding central services the academy would appreciate receiving from DoWMAT Determine services specific for an individual academy	Recommend regarding central services the academy would appreciate receiving from DoWMAT Deliver services for individual academies

No	Decision	Members	Trust Board	CEO	Director of Finance (FD) / Director of Operations (OD)	Local Academy Board	Exec Head / Head
6.2	Directing school response in extra-ordinary circumstances for example school closures and re-opening during a pandemic or natural disaster		Determine	Deliver	Deliver – on financial and operational matters – FD/OD	Consult and Comply	Consult and Comply
6.3	Changing the terms and conditions of employment of academy staff (teaching and non-teaching)		Determine	Consult and Deliver	Deliver - DO	Consult and Comply	Consult and Comply
6.4	Overseeing the effectiveness of services provided centrally by the Trust		Review central services	Deliver and report to Board for central services	Deliver and report to Board for financial central services – FD and OD	Review services provided for an individual academy Report – to the Board issues regarding central services provided for an individual academy through the DoWMAT top slice	Deliver and report to both CEO and LAB regarding services provided for an individual academy through the DoWMAT top slice
6.5	Articles of Association: Review and agree	Prepare, Deliver and Determine					

No	Decision	Members	Trust Board	CEO	Director of Finance (FD) / Director of Operations (OD)	Local Academy Board	Exec Head / Head
6.6	Asset and Premises Maintenance Strategy – determining use of Academies’ premises and ensuring premises are adequately maintained		Determine – Trust wide policy	Review	Prepare and Deliver - OD	Determine – academy plan in accordance with Trust policy Review delivery of academy plan	Deliver – in accordance with Academy policy
6.7	Arranging adequate buildings insurance and public liability for individual academies and the Trust		Determine	Review	Recommend and Deliver - OD		
6.8	Ensure appropriate staff insurance is in place in the individual academy				Review - OD	Determine	Deliver
6.9	Media and PR - overseeing public relations activities to project the activities of the Trust and the Academies to the wider community		Review	Deliver – Trust wide activities	Consult and Review - OD	Review	Deliver – individual academy activities
6.10	Engagement with stakeholders	Deliver	Deliver	Deliver	Deliver – FD/OD	Deliver	Deliver
6.11	To establish a Trust Wide Communications Policy		Determine	Prepare and Deliver	Consult and Review - OD	Consult	Deliver
6.12	Maintain Trust and Academy websites ensuring these are up to date and compliant		Review	Deliver – Trust Website Determine – ensure academy websites are compliant	Review - OD	Review	Deliver and Comply – Academy Website
6.13	Developing Academy buildings and facilities estate long term strategy or master plan (once over 3000 pupils)		Determine	Review	Prepare and Deliver – OD	Consult	Recommend

No	Decision	Members	Trust Board	CEO	Director of Finance (FD) / Director of Operations (OD)	Local Academy Board	Exec Head / Head
6.14	Maintaining academy buildings, including developing properly funded maintenance plan				Recommend and Review - OD	Determine	Recommend and Deliver
6.15	To establish a Trust Health and Safety policy		Determine	Recommend and deliver – in consultation with the Trust Health and safety advisors	Review, Consult and Recommend - OD	Deliver and Review	Comply
6.16	Establish all policies required for efficient academy Premises Management			Review	Recommend, Prepare and Deliver - OD	Determine	Deliver
6.17	Establish a Trust wide GDPR strategy and Policy		Determine	Recommend	Prepare policies and Deliver DPO Role - OD	Deliver and Review	Comply
6.18	To establish a Trust wide marketing strategy		Determine	Prepare and Deliver	Review, Consult and Recommend - OD	Deliver and Review	Comply
6.19	Update and maintain SCR			Review	Deliver for Trust Central Team - OD	Review	Deliver and Comply for academy staff
6.20	Revisit DBS Checks for all staff on a 3-year rolling programme			Review	Deliver for Trust Central Team - OD	Review	Deliver and Comply for academy staff
6.21	To take appropriate action where concerns are identified over any operational matters, including the academy website in any Trust academy, including intervening to provide additional leadership and guidance		Determine	Deliver		Review	Comply

Appendix 1 DRAFT Decisions for Key HR Processes

DISCIPLINARY PROCEDURE – all aspects supported by HR

	1st Stage – Investigating Officer	Disciplinary Hearing up to Final Written Warning	Disciplinary Hearing with authority to dismiss	Appeal	Consult with
Teachers	SLT (presents case should this go to a panel hearing)	Led by Headteacher or Head of School / Executive Headteacher	Heard by Panel from Local Academy Board. Panel chooses the Chair. Headteacher / SLT presents the academy case. Panel has authority to dismiss.	New panel from Local Academy Board who have had no prior knowledge of the case. If this is not possible, additional LAB members can be co-opted from another DoWMAT academy.	CEO
Support staff	SLT (presents case should this go to a panel hearing)	Led by Headteacher or Head of School / Executive Headteacher	Heard by Panel from Local Academy Board. Panel chooses the Chair. Headteacher / SLT presents the academy case. Panel has authority to dismiss.	New panel from Local Academy Board who have had no prior knowledge of the case. If this is not possible, additional LAB members can be co-opted from another DoWMAT academy.	CEO
Executive HT/ Headteacher/ Head of School	Executive HT / member of Central Team	CEO	Heard by Panel from Trust Board. Panel chooses the Chair. CEO presents the academy case. Panel has authority to dismiss.	New panel from Trust Board who have had no prior knowledge of the case.	Chair of the Trust Board
Central Staff	CEO	Trust Board Member	Heard by Panel from Trust Board. Panel chooses the Chair. Trust Board member presents the academy case. Panel has authority to dismiss.	New panel from Trust Board who have had no prior knowledge of the case.	Chair of the Trust Board

	1st Stage – Investigating Officer	Disciplinary Hearing up to Final Written Warning	Disciplinary Hearing with authority to dismiss	Appeal	Consult with
CEO	1 nominated member of DOWMAT Board	2 new members of DOWMAT Board	<p>Heard by Panel from Trust Board. Panel chooses the Chair.</p> <p>Trust Board member presents the academy case.</p> <p>Panel has authority to dismiss.</p>	New panel from Trust Board who have had no prior knowledge of the case.	Chair of the Trust Board

CAPABILITY PROCEDURE – PERFORMANCE – all aspects supported by HR

	Manager of Informal Formal Capability Procedure	Capability Hearing/s up to Final Written Warning	Capability Hearing with authority to dismiss	Appeal	Consult with
Teachers	Led by Headteacher or Head of School / Executive Headteacher	Led by Headteacher or Head of School / Executive Headteacher	<p>Heard by Panel from Local Academy Board. Panel chooses the Chair.</p> <p>Headteacher / HoS / Executive HT presents the academy case.</p> <p>Panel has authority to dismiss.</p>	<p>New panel from Local Academy Board who have had no prior knowledge of the case.</p> <p>If this is not possible, additional LAB members can be co-opted from another DoWMAT academy.</p>	CEO
Support staff	Led by Headteacher or Head of School / Executive Headteacher	Led by Headteacher or Head of School / Executive Headteacher	<p>Heard by Panel from Local Academy Board. Panel chooses the Chair.</p> <p>Headteacher / HoS / Executive HT presents the academy case.</p> <p>Panel has authority to dismiss.</p>	<p>New panel from Local Academy Board who have had no prior knowledge of the case.</p> <p>If this is not possible, additional LAB members can be co-opted from another DoWMAT academy.</p>	CEO
Executive HT Headteacher/ Head of School	Executive HT / CEO	Executive HT / CEO	<p>Heard by Panel from Trust Board. Panel chooses the Chair.</p> <p>Executive HT / CEO presents the academy case.</p> <p>Panel has authority to dismiss.</p>	New panel from Trust Board who have had no prior knowledge of the case.	Chair of the Trust Board

	Manager of Informal Formal Capability Procedure	Capability Hearing/s up to Final Written Warning	Capability Hearing with authority to dismiss	Appeal	Consult with
Senior Central Staff	CEO	CEO	<p>Heard by Panel from Trust Board. Panel chooses the Chair.</p> <p>Executive HT / CEO presents the academy case.</p> <p>Panel has authority to dismiss.</p>	New panel from Trust Board who have had no prior knowledge of the case.	Chair of the Trust Board
Junior Central Staff	Line Manager	Line Manager	<p>Heard by CEO from Trust Board.</p> <p>Line Manager presents the academy case.</p> <p>CEO has authority to dismiss.</p>	Panel from Trust Board who have had no prior knowledge of the case.	
CEO	1 nominated member of DOWMAT Board	2 new members of DOWMAT Board	<p>Heard by Panel from Trust Board. Panel chooses the Chair.</p> <p>Trust Board member presents the academy case.</p> <p>Panel has authority to dismiss.</p>	New panel from Trust Board who have had no prior knowledge of the case.	Chair of the Trust Board

CAPABILITY PROCEDURE – ILL HEALTH– all aspects supported by HR

	Manager of Informal Formal Capability Procedure	Capability Hearing/s up to Final Written Warning	Capability Hearing with authority to dismiss	Appeal	Consult with
Teachers	Led by Headteacher or Head of School / Executive Headteacher	Led by Headteacher or Head of School / Executive Headteacher	<p>Heard by Panel from Local Academy Board. Panel chooses the Chair.</p> <p>Headteacher / HoS / Executive HT presents the academy case.</p> <p>Panel has authority to dismiss.</p>	<p>New panel from Local Academy Board who have had no prior knowledge of the case.</p> <p>If this is not possible, additional LAB members can be co-opted from another DoWMAT academy.</p>	CEO

	Manager of Informal Formal Capability Procedure	Capability Hearing/s up to Final Written Warning	Capability Hearing with authority to dismiss	Appeal	Consult with
Support staff	Led by Headteacher or Head of School / Executive Headteacher	Led by Headteacher or Head of School / Executive Headteacher	<p>Heard by Panel from Local Academy Board. Panel chooses the Chair.</p> <p>Headteacher / HoS / Executive HT presents the academy case.</p> <p>Panel has authority to dismiss.</p>	<p>New panel from Local Academy Board who have had no prior knowledge of the case.</p> <p>If this is not possible, additional LAB members can be co-opted from another DoWMAT academy.</p>	CEO
Executive HT /Headteacher/ Head of School	Executive HT / CEO	Executive HT / CEO	<p>Heard by Panel from Trust Board. Panel chooses the Chair.</p> <p>Executive HT / CEO presents the academy case.</p> <p>Panel has authority to dismiss.</p>	New panel from Trust Board who have had no prior knowledge of the case.	Chair of the Trust Board
Senior Central Staff	CEO	CEO	<p>Heard by Panel from Trust Board. Panel chooses the Chair.</p> <p>Executive HT / CEO presents the academy case.</p> <p>Panel has authority to dismiss.</p>	New panel from Trust Board who have had no prior knowledge of the case.	Chair of the Trust Board
Junior Central Staff	Line Manager	Line Manager	<p>Heard by CEO from Trust Board.</p> <p>Line Manager presents the academy case.</p> <p>CEO has authority to dismiss.</p>	Panel from Trust Board who have had no prior knowledge of the case.	Chair of the Trust Board
CEO	1 nominated member of DOWMAT Board	2 new members of DOWMAT Board	<p>Heard by Panel from Trust Board. Panel chooses the Chair.</p> <p>Trust Board member presents the academy case.</p> <p>Panel has authority to dismiss.</p>	New panel from Trust Board who have had no prior knowledge of the case.	Chair of the Trust Board

REDUNDANCY PROCEDURE – all aspects supported by HR

	Formal Meetings under Redundancy Procedure	Redundancy hearing with authority to dismiss (includes voluntary redundancy)	Appeal	Consult with
Teachers	<p>Led by Headteacher or Head of School / Executive Headteacher</p> <p>Nominated Decision makers from Local Academy Board are involved in some meetings</p>	<p>Heard by Panel of Decision Makers (minimum 2 governors) as nominated under the procedure from Local Academy Board at the beginning of the process.</p> <p>Panel chooses the Chair.</p> <p>Headteacher / HoS / Executive HT presents the academy case.</p> <p>Panel has authority to dismiss.</p>	<p>Appeal panel from Local Academy Board who have had no prior knowledge of the case.</p> <p>If this is not possible, additional LAB members can be co-opted from another DoWMAT academy.</p>	CEO
Support staff - schools	<p>Led by Headteacher or Head of School / Executive Headteacher</p> <p>Nominated Decision makers from Local Academy Board are involved in some meetings</p>	<p>Heard by Panel of Decision Makers (minimum 2 governors) as nominated under the procedure from Local Academy Board at the beginning of the process.</p> <p>Panel chooses the Chair</p> <p>Headteacher / HoS / Executive HT presents the academy case.</p> <p>Panel has authority to dismiss.</p>	<p>New panel from Local Academy Board who have had no prior knowledge of the case.</p> <p>If this is not possible, additional LAB members can be co-opted from another DoWMAT academy.</p>	CEO
Executive HT / Headteacher / Head of School	<p>Executive HT / CEO</p> <p>Nominated Decision makers from Local Academy Board are involved in some meetings</p>	<p>Heard by Panel of Decision Makers (minimum 2 governors) as nominated under the procedure from Local Academy Board at the beginning of the process.</p> <p>Panel chooses the Chair.</p> <p>Executive HT / CEO presents the academy case.</p> <p>Panel has authority to dismiss.</p>	<p>New panel from Trust Board who have had no prior knowledge of the case.</p>	Chair of the Trust Board

	Formal Meetings under Redundancy Procedure	Redundancy hearing with authority to dismiss (includes voluntary redundancy)	Appeal	Consult with
Senior Central Staff	CEO Nominated Decision makers from Local Academy Board are involved in some meetings	Heard by Panel of Decision Makers (minimum 2 governors) as nominated under the procedure from The Trust Board at the beginning of the process. Panel chooses the Chair. CEO presents the academy case. Panel has authority to dismiss.	New panel from Trust Board who have had no prior knowledge of the case.	Chair of the Trust Board
Junior Central Staff	Line Manager Nominated Decision makers from Local Academy Board are involved in some meetings	Heard by Panel of Decision Makers (minimum 2 governors) as nominated under the procedure from the Trust Board at the beginning of the process. Line Manager presents the academy case. Panel has authority to dismiss.	New panel from Trust Board who have had no prior knowledge of the case.	Chair of Trust Board
CEO	1 nominated member of DOWMAT Board Nominated Decision makers from Local Academy Board are involved in some meetings	Heard by Panel of Decision Makers (minimum 2 governors) as nominated under the procedure from the Trust Board at the beginning of the process. Initial Trust Board member presents the academy case. Panel has authority to dismiss.	New panel from Trust Board who have had no prior knowledge of the case.	Chair of the Trust Board

SOME OTHER SUBSTANTIAL REASON (SOSR) PROCEDURE– all aspects supported by HR

	Formal Meetings under SOSR Procedure	SOSR hearing with authority to dismiss	Appeal	Consult with
Teachers	Led by Headteacher or Head of School / Executive Headteacher	Heard by Panel from Local Academy Board. Panel chooses the Chair. Headteacher / HoS / Executive HT presents the academy case. Panel has authority to dismiss.	New panel from Local Academy Board who have had no prior knowledge of the case. If this is not possible, additional LAB members can be co-opted from another DoWMAT academy.	CEO
Support staff - schools	Led by Headteacher or Head of School / Executive Headteacher	Heard by Panel from Local Academy Board. Panel chooses the Chair. Headteacher / HoS / Executive HT presents the academy case. Panel has authority to dismiss.	New panel from Local Academy Board who have had no prior knowledge of the case. If this is not possible, additional LAB members can be co-opted from another DoWMAT academy.	CEO
Executive HT /Headteacher /Head of School	Executive HT / CEO	Heard by Panel from Trust Board. Panel chooses the Chair. Executive HT / CEO presents the academy case. Panel has authority to dismiss.	New panel from Trust Board who have had no prior knowledge of the case.	Chair of the Trust Board
Senior Central Staff	CEO	Heard by Panel from Trust Board. Panel chooses the Chair. Executive HT / CEO presents the academy case. Panel has authority to dismiss.	New panel from Trust Board who have had no prior knowledge of the case.	Chair of the Trust Board
Junior Central Staff	Line Manager	Heard by CEO from Trust Board. Line Manager presents the academy case. CEO has authority to dismiss.	Panel from Trust Board who have had no prior knowledge of the case.	Chair of Trust Board
CEO	1 nominated member of DOWMAT Board	Heard by Panel from Trust Board. Panel chooses the Chair. Trust Board member presents the academy case. Panel has authority to dismiss.	New panel from Trust Board who have had no prior knowledge of the case.	Chair of the Trust Board

GRIEVANCE PROCEDURE – all aspects supported by HR

Nb. This particular table is for guidance only and can be altered as appropriate given the particular sensitivities of each case and who the grievance may be against.

Grievance raised by	Manager of Informal procedure	Decision Maker at Formal Resolution meeting	If necessary investigation could be delegated to	Appeal	Consult
Teachers	Line Manager Or Headteacher	Headteacher or member of the LAB	Member of SLT	Panel from Local Academy Board who have had no prior knowledge of the case. If this is not possible, additional LAB members can be co-opted from another DoWMAT academy.	CEO
Support staff	Line Manager Or Headteacher	Headteacher or member of the LAB	Member of SLT	Panel from Local Academy Board who have had no prior knowledge of the case. If this is not possible, additional LAB members can be co-opted from another DoWMAT academy.	CEO
Senior Central Staff	Line Manager/CEO	CEO/Member of LAB	1 nominated Trust Board Member	Panel from Trust Board who have had no prior knowledge of the case.	CEO/Chair of Trust Board

Grievance raised by	Manager of Informal procedure	Decision Maker at Formal Resolution meeting	If necessary investigation could be delegated to	Appeal	Consult
Junior Central Staff	Line Manager/CEO	CEO/CEO	CEO/1 nominated Trust Board Member	Panel from Trust Board who have had no prior knowledge of the case.	CEO/Chair of Trust Board

Appendix 2 Performance Management Responsibilities

Role	Performance Management Reviewer
CEO	Director panel plus external advisor
Director of Education	CEO
Academy Improvement Advisors	CEO
Executive Headteachers – including Executive Headteachers with a dual role i.e. SIA / Headteacher	CEO plus Director of Education
Headteachers	CEO plus Director of Education plus 2x LAB members
Heads of School	Executive Headteacher plus 2x LAB members
Academy Staff – teachers / Tas / Office staff / Caretaker / Lunchtime Supervisors	Headteacher / Head of School or other designated senior leader
Director of Operations	CEO
Operations Team personnel	CEO plus Director of Operations
Director of Finance	CEO
Finance Team personnel	CEO plus Director of Operations