OUTSTANDING AND GOOD SCHOOLS

In this document the phrases used have the following meanings:

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.

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

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

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 EHT this will be at Trust level. In the case of the HT/HoS this will be at School level.

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

Report: the individual/group that has responsibility for reporting on the delivery of tasks. In the case of (i) the EHT they will be making reports to the Board and/or LGB (as appropriate, (ii) the LGB they will be making reports in relation to their School to the Board and/or EHT (as appropriate) and (iii) the HT/HoS they will be making reports in relation to their School to the EHT and/or LGB (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 EHT and/or LGB (as appropriate), (ii) the EHT they will be reviewing the HT/HoS and (iii) the LGB they will be reviewing the HT/HoS and their leadership team.

EHT: the Trust's Executive Headteacher and/or the Trust's executive team as determined by the EHT.

Headteacher (HT)/Head of School (HoS): the School's Headteacher/Head of School and/or the School's executive team as determined by the HT/HoS.

Governors: the Local Governing Board (LGB) of each School.

Directors: the Board of Directors of the Trust (the "Trust Board").

Members: the Members of the Trust.

	Develop Recommend	Consult	Determine	Deliver Comply	Report	Review
Strategic objectives of the Trust	Directors	Members	Directors	EHT	EHT	Governors
Strategic objectives of the Schools	Governors	EHT / HT/HoS	Directors	HT/HoS	HT/HoS / Governors / EHT	Governors / EHT
Trust Development Plan	EHT	Directors	Directors	EHT	EHT	Directors
Compliance: Funding Agreement – comply with all obligations including the Academies Financial Handbook				HT/HoS for School / EHT for Trust	HT/HoS for School / EHT for Trust	Governors & EHT for School / Directors for Trust
Compliance: Regulatory – with all regulations affecting the Trust (including all charity law, company law, employment law and health and safety				HT/HoS for School / EHT for Trust	HT/HoS for School / EHT for Trust	Governors & EHT for School / Directors for Trust
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	Directors	EHT	Directors	EHT / HT/HoS	EHT / HT/HoS	Directors / Governors
Compliance – completing the register of business interests and put in place a procedure to deal with any conflicts of interest and connected party transactions	Directors		Directors	Governors / Directors	Governors	Directors

STRATEGY AND LEADERS

2 – Authority Matrix for Good & Outstanding schools

	Develop Recommend	Consult	Determine	Deliver Comply	Report	Review
Appointment of Directors	Directors (recommend to Members)	Members	Members	Members		Members
Appointment of Governors	Single Purpose Panel	EHT / Directors	Single Purpose Panel of the LGB	Single Purpose Panel of Governors		Governors
Appointment of LGB Chair/Vice-Chair	Directors	EHT / Governors	Governors	Governors		Governors
Appointment of Clerk – Board and LGBs	Directors	Directors	Directors			Directors
Policies – Trust Wide Policies (refer to Policy Review Schedule)	EHT	Directors	Directors	EHT	EHT	Directors
Policies – School level policies (refer to Policy Review Schedule) **All School policies must be determined in line with trust policies/policy statements.**	HT/HoS	EHT / Governors	Governors	HT/HoS	HT/HoS (to Governors & EHT) EHT (exceptions to Directors)	Governors EHT Directors (exceptions only)
Terms of reference for LGB's and Committees	Directors	EHT	Directors	EHT / Governors / HT/HoS	EHT / Governors / HT/HoS	Directors
Performance of Board, Directors, Committees and Clerk	Directors	EHT	Directors	Directors	Directors Independent Assessors	Directors
Performance of LGB	Directors	EHT	Directors	Governors	Governors	Directors
Training programme for directors and governors	Directors	EHT / Governors	Directors	Directors / Governors	Governors	Directors

GOVERNANCE

3 – Authority Matrix for Good & Outstanding schools

		Develop Recommend	Consult	Determine	Deliver Comply	Report	Review
EDUCATION AND CURRICULUM	**School Development Plan** - for each School in line with strategic aims of the Trust	HT/HoS / Governors / EHT	EHT / Governors	Governors	HT/HoS	HT/HoS	Governors / EHT / Directors
	Key Performance Indicators – of the Trust & the Schools	EHT	HT/HoS / Governors	Directors	HT/HoS for School / EHT for Trust	HT/HoS for School / EHT for Trust	Governors / EHT / Directors
	Quality of Teaching - ensuring appropriate levels of support, challenge and intervention to support delivery of education outcomes	HT/HoS	Governors / EHT	HT/HoS	HT/HoS – supported by EHT	HT/HoS	Governors / EHT / Directors
	Curriculum –for the Schools	HT/HoS	Governors / EHT	Governors (provided within Trust wide policy)	HT/HoS	HT/HoS	Governors / EHT
	Pupil Premium - value for money/ ROI of the Pupil Premium in terms of educational outcomes and narrowing the achievement gap	HT/HoS	EHT / Governors	Governors	HT/HoS	HT/HoS / Governors	EHT / Governors / Directors
	Admissions Policy	EHT	Directors	Directors	HT/HoS	HT/HoS / Governors	EHT / Directors

4 – Authority Matrix for Good & Outstanding schools

	Develop Recommend	Consult	Determine	Deliver Comply	Report	Review
Trust Funding Model - individual funding model for the Schools) so as to the secure the Trust's financial health in the short term & the long term.	EHT		Directors	EHT / Governors / HT/HoS		Directors
Trust Annual Budget (formulation)	EHT		Directors			
Trust Annual Budget (execution) within approved budget			EHT	EHT	EHT	Directors
School Annual Budgets (formulation)	Directors / LGB	HT/HoS / EHT / CFOO	Directors	HT/HoS	HT/HoS	Governors / EHT / Directors
School Annual Budget (execution) within approved budget			HT/HoS	HT/HoS	HT/HoS	Governors / EHT / Directors
Delegated Budgets and Finances - in the form of a scheme of delegation of financial authority to the Schools	EHT		Directors	HT/HoS / Governors / EHT	HT/HoS / EHT	Directors
Financial Policies - establishment of policies and procedures to ensure compliance with the Trust's financial and reporting requirements	EHT / CFOO		Directors	HT/HoS / EHT	HT/HoS / EHT	Directors
Annual accounts				EHT	EHT	Directors / Members
Corporate Risk Register				Directors + CFOO	Directors + CFOO	Directors + CFOO
School risk register				HT/HOS + EHT	HT/HOS + EHT	HT/HOS + EHT + Governors

(Left vertical header: **FINANCE AND BUDGETS**)

5 – Authority Matrix for Good & Outstanding schools

	Develop Recommend	Consult	Determine	Deliver Comply	Report	Review
Appointment of the EHT	Directors	Members	Directors	Directors		
Appointment of the HT/HoS at each School (refer to the Appointment of Staff Grid)	EHT	Governors / Directors	Single Purpose Panel of Directors + representation from the LGB	EHT		
Appointment of Trust Staff (in line with recruitment policy) (refer to the Appointment of Staff Grid)	EHT	Directors	Single Purpose Panel	EHT		
Appointing School Staff (refer to the Appointment of Staff Grid)	HT/HoS	Governors / EHT	Single Purpose Panel	HT/HoS (see Appointment of Staff Grid)		
Establishment of Trust wide HR Policies (including recruitment , discipline, capability, grievance, pay policy, performance management and absence policies) in accordance with all appropriate regulations	EHT		Directors	EHT		EHT
EHT Performance Management Review (see Appraisal Arrangements doc)	Chair of Directors		Directors	Directors		
Executive Team's Performance Management Review including HT/HoS (see Appraisal Arrangements doc)	EHT		Directors	EHT		
School staff Performance Management review (see Appraisal Arrangements doc)	HT/HoS		Governors	HT/HoS		EHT

(Left vertical label: HR & OPERATIONS)

6 – Authority Matrix for Good & Outstanding schools

	Develop Recommend	Consult	Determine	Deliver Comply	Report	Review
Terms and Conditions of Employment	EHT	Directors	Directors	EHT		EHT
Dismissal of EHT	Directors	Members	Directors	Directors		
Dismissal of HT/HoS, senior Trust staff	EHT	Governors	EHT	EHT		
Dismissal of all other staff (Please refer to the relevant Policy depending on the nature of the dismissal)	EHT for Trust / HT/HoS for School	Directors for Trust / Governors for School	EHT for Trust / HT/HoS for School	EHT for Trust / HT/HoS for School	Directors for all/ Governors for School	
Trust 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	EHT		Directors	EHT	EHT	Directors
Determination and allocation of central services provided to the Schools by the Trust	EHT		Directors	EHT		Directors
Effectiveness of services provided centrally by the Trust	Directors	EHT	Directors	Directors		Directors
Asset and Premises Maintenance Strategy – use of Schools' premises and ensuring premises are adequately maintained	EHT		Governors / Directors	EHT	EHT / HT/HoS	Directors / Governors
Acquiring and disposing of Trust land	EHT		Directors	EHT	EHT	Directors

(Row group label: HR & OPERATIONS)

7 – Authority Matrix for Good & Outstanding schools