



The Olympus Academy Trust

Governance Framework Appendix U

Terms of Reference – Executive Leadership Team Support to the Board and Board Delegations to the Executive Leadership Team

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Amendment History

Version	Amendment Date	Author	Amendment Summary
3	5 February 2013	EO	<ul style="list-style-type: none"> Updated terminology only. Approved by Board of Trustees.
4	23 April 2014	DBa	<ul style="list-style-type: none"> Reviewed and amalgamated with Appendix V. Approved by Board of Trustees.
5	7 February 2018	DBa	<ul style="list-style-type: none"> Reviewed, updated terminology and minor amendments. Approved by Board of Trustees.

6	May 2020	DBa / JAn	<ul style="list-style-type: none">• Reviewed, updated terminology to reflect Governance structure and FRC responsibilities.• Approved by Board of Trustees.
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1. Overall Purpose

1.1 To support the board of trustees, school improvement committees and board committees in:

- setting strategy, policy and standards
- exercising financial management and control
- strategic planning
- monitoring of performance
- providing school improvement support
- service development

1.2 To lead and manage all staff in:

- implementing strategy and policy agreed by the board of trustees, school improvement committees and board committees
- ensuring compliance with the law and any DfE and ESFA conditions of funding and governance
- delivering high quality front line, central and support services to agreed standards
- maintaining and improving the standards of education and outcomes for the Trust's learners
- engaging with learners, parent/carers, staff and the local community
- managing budgets and maximising income
- developing effective relationships with partner organisations, local authorities, RSC Office, regulatory committees, and all other stakeholders.

2. Core Functions

2.1 To ensure that all advice and reporting to the board of trustees, school improvement committees, board committees is carried out in an accurate and co-ordinated way across all departments and academies within the Trust and that there is effective and proactive consultation and communication between staff in the preparation of reports and performance monitoring information.

2.2 To formulate, develop and review strategies, policies and standards for consideration by the board of trustees, school improvement committees and board committees. To oversee the implementation of all strategies and policies, ensuring that they are put into practice efficiently and in a consistent and co-ordinated way across the Trust and that agreed standards are maintained.

2.3 To promote and develop major new initiatives, activities and opportunities which are consistent with The Trust's aspirations for growth and to provide excellent education services; and to agree the same where they are within agreed strategic plan, financial plans, and strategies or to otherwise bring them forward for consideration by the board of trustees.

2.4 To review and develop the draft strategic plan and budgets for consideration by the board of trustees as part of the agreed planning cycle; ensuring that there are mechanisms in place for trustees, governors and committee members to play a full and active part in the process.

- 2.5 To consider and scrutinise termly management accounts prior to consideration by trustees and relevant board and school improvement committees, ensuring that corrective action is taken where necessary to address significant variances, and that there is sufficient explanatory information included within reporting to the relevant meetings.
- 2.6 To submit to the Chair of trustees and the finance and resources committee monthly management accounts for the Trust including a balance sheet summary and cashflow predictions.
- 2.7 To monitor performance against key performance indicators and ensure that corrective action is taken where necessary
- 2.8 To plan and implement school improvement in line with an agreed Trust school improvement strategy
- 2.9 To review risk maps in line with the agreed risk management framework prior to their consideration by the audit and risk committee, the board of trustees and any relevant school improvement committee; ensuring that corrective action is taken where necessary to mitigate increases in the levels of risk or new risks identified and that there is sufficient explanatory information included within reporting to the meeting(s) as appropriate.
- 2.10 To agree the scope for any strategy or service reviews or major projects
- 2.11 To report to the board of trustees any legal action taken under delegated powers which it considers has a significant impact upon The Trust's strategic plan or its strategies. To keep under review a commercial view of the risk arising from any legal action through seeking regular advice from a legal adviser acting on The Trust's behalf.

3. Delegation to the Executive Leadership Team

- 3.1 All members of the Executive Leadership Team (ELT) are expected to have the authority by virtue of their contracts of employment, their role profiles and person specifications to pursue the purpose of their role and carry out their duties and responsibilities in the best interests of The Trust including all academies within the Trust and to the highest professional standards.
- 3.2 The CEO, or Executive Headteacher in the CEO's absence, acting as an individual is authorised to lead the Executive Leadership Team, taking responsibility for the internal organisation, management and overall leadership of The Trust; oversight of the implementation of all strategies and policies approved by the board of trustees, school improvement committees or board committees, the oversight of accountability for learner outcomes; and to facilitate activities being undertaken or strategic partnerships being developed which support the goals and objectives of the agreed strategic plan.
- 3.3 The Head of Business Operations is specifically authorised to act as the Company Secretary.