



Centurion
MULTI-ACADEMY TRUST

Scheme of Delegation

In relation to the Academy Education Boards of:

Battle Hill Primary School

Denbigh Primary School

Hadrian Park Primary School

Spring Gardens Primary School

APPROVED: 4th DECEMBER 2023

EFFECTIVE FROM 1st JANUARY 2024


REVIEW DATE: ANNUAL & ONGOING

RESPONSIBLE OFFICER: CEO


COMPANY NUMBER: 15063412

AUTHORISATION

**Signed to confirm acknowledgement of receipt on behalf of the Academy Education Board of:
Denbigh Community Primary School**

SCHOOL:	Denbigh Community Primary School
DATE:	01.01.24
SIGNED:	
PRINT NAME:	MARK HOLT

**Signed to confirm acknowledgement of receipt on behalf Centurion Multi Academy Trust Board of
Trustees:**

SIGNED:	
DATE:	01.01.24
PRINT NAME:	DARREN STARLING (Chair of Board of Trustees)

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Definitions

In this Scheme:

- **“AEB”** means the Academy Education Board of the Academy as constituted by this Scheme;
- **"Academy"** means the relevant primary school
- **"Articles"** means the Articles of Association of Centurion MAT;
- **"Budget"** means the annual budget set for the Academy in accordance with the Master Funding Agreement and/or the Supplemental Funding Agreement;
- **“CEO”** means Chief Executive Officer (of the Trust);
- **“CFO”** means Chief Finance Officer
- **“CMAT”** means Centurian Multi Academy Trust
- **“COO”** means Chief Operating Officer (of the Trust)
- **“DBE”** means the Diocesan Board of Education for the Diocese of Newcastle and Durham;
- **“DFE”** means Department for Education
- **"Trustees"** means the Trustees of the MAT;
- **“ESFA”** means Education & Skills Funding Agency;
- **"Headteacher"** means the head teacher of the Academy;
- **"Master Funding Agreement"** means the Master Funding Agreement entered into by Centurion MAT and the Secretary of State for Education on <<date>>;
- **“MAT”** Multi-Academy Trust
- **“Members”** means those members holding the Academy’s site and providing them to Centurion MAT for use and occupation by the Academy.
- **“Responsible officer”** means the person who ensures that there is adequate supervision being done around audit functions 5
- **“SBM”** means School Business Manager;
- **“SDP”** means School Development Partner
- **“STPCD”** means School Teachers Pay and Conditions Document
- **"Supplemental Funding Agreement"** means the Supplemental Funding Agreement entered into by Centurion MAT and the Secretary of State for Education in respect of the Academy on **DATE**;

- “TC” means a Trust Committee of the Academy as constituted by this Scheme;
- “TIB” means Transitional Improvement Board

1.0 Introduction

- 1.1. As a charity and company limited by guarantee, the MAT is governed by a board of MEMBERS who delegate to TRUSTEES who are responsible for, and oversee, the management and administration of the MAT and the academies run by the MAT. The Academy is one of the academies overseen and managed by the MAT.
- 1.2. The Trustees are accountable to external government agencies including the Charity Commission and the Department for Education (including any successor bodies) for the quality of the education provided by the MAT and they are required to have systems in place through which they can assure themselves of quality, safety and good practice.
- 1.3. The management of the business of the Academy shall be delegated by the Trustees to a committee of the Trustees established by this Scheme and to the AEB.
- 1.4. In addition to clause 1.3, the role of the AEB is to:
 - 1.4.1. maintain an overview and keep the Trustees properly informed of the conduct and progress of the Academy;
 - 1.4.2. act as a critical friend to the Head Teacher and staff of the Academy;
 - 1.4.3. be accountable to the Trustees, parents and the wider community for the actions and the Academy’s overall performance.
- 1.5. This Scheme has been put in place by the Trustees from the Effective Date accordance with the provisions of the Articles and it should be read in conjunction with those Articles as well as with:
 - 1.5.1. the Trustees' strategic plans and policies for the Academy; and
 - 1.5.2. the Budget.

2.0 Vision and Values

- 2.1. The purpose of the MAT is as follows:
 - To build a learning community, brought together by choice, that enables our schools to support and challenge each other to provide consistently outstanding education whilst offering a stable pathway for pupils, parents and staff
 - To have an influential voice and be instrumental in contributing to the development and enrichment of education in the north-east of England
- 2.2. The ambition of the MAT is as follows:
 - To be a learning community where strong relationships ensure that everyone ...

- is happy
- learns and improves
- is known well and valued for who they are
- is included and listened to
- is fulfilled
- feels safe and secure
- promotes health and well being
- consistently experiences a rich, stimulating and challenging learning environment
- experiences a broad and balanced curriculum including a varied enrichment offer
- strives for excellence in all they do
- receives high quality and timely advice, support and guidance
- treats others with respect, dignity and courtesy at all times
- contributes positively to the improvement of all of our schools
- recognises the important partnership between parents and school
- achieves exceptionally well from their individual starting points

2.3. The core values of the MAT:-

- We will seek to uphold and model the Nolan principles of public life, namely:
 - Selflessness
 - Integrity
 - Objectivity
 - Accountability
 - Openness
 - Honesty
 - Leadership

In addition, we are committed to ensuring equality of opportunity for all and approaching our work with optimism

3.0 Delegated Powers and Roles/Responsibilities

3.1. The membership and proceedings of the **AEB/TCs** shall be as set out in Schedule 1 of this Scheme.

3.2. The **AEB/TCs** agree to conduct the Academy's business in accordance with the system of decision making set out in this Scheme. Guidance on the overriding structure of the MAT itself is set out in Schedule 3 for information.

3.2.1. In practice, much of the responsibilities of the AEB/TCs will be delegated on a day-to-day basis to the Headteacher.

3.3. The Trustees will review the AEB/TCs annually to ensure that its members have sufficient skills and knowledge to be an effective Academy Trust Committee.

3.4. **The AEB/TCs** will review its practices on a regular basis, having regard to recommendations made by the Trustees from time to time.

3.5. The **AEB/TCs** shall provide such data and information regarding the business of the Academy as the Trustees may reasonably require.

3.6. The **AEB/TCs** shall submit to and co-operate with any inspections by Ofsted, other statutory inspectors including pursuant to section 48 of the Education Act 2005 (Statutory Inspections of Anglican Schools) and the DBE and the Trustees, acting reasonably

3.7. The **AEB/TCs** shall work closely with and shall promptly implement any advice or recommendations made by the Trustees in the event that intervention is either threatened or is carried out by the Secretary of State and the Trustees expressly reserve the unfettered right to review or remove any power or responsibility conferred on the AEB/TCs under this Scheme in such circumstances or in such other circumstances where the Trustees deem this to be reasonably necessary in accordance with the aims and objectives of the MAT.

3.8. The role of the Members

3.8.1. The Members act as guardians of the governance of the Trust; in essence their role is 'eyes on – hands off'.

3.8.2. They will annually receive and review the accounts.

3.8.3. Members are responsible for approving any amendments made to the trust's articles of association.

3.8.4. The Members are not permitted to be employees of Centurion Multi Academy Trust.

3.9. The role of the Trustees

3.9.1. The Trustees are the charity trustees (within the terms of section 177(1) of the Charities Act 2011) and are responsible for the general control and management of the administration of the Trust in accordance with the provisions set out in the memorandum and articles of association.

3.9.2. The Board of Trustees is the accountable body for the performance of all schools within the trust and as such must:

3.9.2.1. Ensure clarity of vision, ethos and strategic direction

3.9.2.2. Hold the CEO to account for the educational performance of the schools and their pupils, and the appraisal of staff

3.9.2.3. Oversee the financial performance of the trust and make sure its money
Is well spent

3.9.3. The Board of Trustees is permitted to exercise all the powers of the MAT.

3.9.4. The Board of Trustees will delegate to the CEO of the Trust responsibility for the day-to-day operations of the Trust. The Trustees can determine whether to delegate any governance functions.

3.9.5. The Trust has the right to review and adapt its governance structure at any time, which includes removing delegated powers. Clear

criteria will be set for this eventuality.

4.0 The role of Trust Committees

- 4.1 The Trustees will establish the following committees with delegated authority to make decisions or for the purpose of providing advice and support, informing the overall work of the Trust Board. However, these Committees are not legally responsible or accountable for statutory functions – the Board of Trustees retains overall accountability and responsibility.
- 4.2 The responsibilities of Committees are set out in their terms of reference; the responsibilities for local Academy Committees are set out in the scheme of delegation.

5.0 Finance, Audit and Risk Committee

- 5.1. This Committee will oversee the financial reporting to the AEBs and the Board of Trustees. It will comprise of:
 - 5.1.1. CEO
 - 5.1.2. Chair or Vice Chair of Board of Trustees
 - 5.1.3. Identified Trustees with appropriate skill set
 - 5.1.4. Academy Headteachers (by invitation)
 - 5.1.5. AEB representation (by invitation)
- 5.2. The Finance, Audit and Risk Committee will be responsible for:
 - 5.2.1. monitoring of the Trust and schools' budgets, schools' resources and estates management
 - 5.2.2. ensuring that CMAT resources are managed in accordance with charity law
 - 5.2.3. benchmarking financial spends across the MAT
 - 5.2.4. ensuring value for money in all MAT schools, including joint procurement within agreed timescales

6.0 Education Committee

- 6.1. The Education Committee will meet in order to evaluate each school's strengths, areas for development and needs. It will comprise of:
 - 6.1.1. CEO
 - 6.1.2. Chair of Board of Trustees
 - 6.1.3. Identified Trustees with appropriate skill set
 - 6.1.4. Academy Headteachers (by invitation)
 - 6.1.5. AEB representation (by invitation)
- 6.2. The Committee will receive reports from school leaders about the quality of provision, including teaching quality, progress of pupils and monitoring arrangements for each school.
- 6.3. The Education Committee will also assess the CMAT capacity to support schools (outreach) and make recommendations to Trustees about the Trust growth strategy.
- 6.4. The sub-committee will be responsible for:

- 6.4.1. monitoring and comparing the performance of the Trust schools
- 6.4.2. planning strategic support for schools who are at risk of under performance against agreed key performance indicators
- 6.4.3. making recommendations to Members about the CMAT growth strategy

7.0 The role of the Academy Education Boards

- 7.1. As a key principle to the growth of CMAT, we recognise that Academy Education Boards and Academy Committees (**AEB/TCs**) play a critical role to ensure each school delivers high quality performance and upholds the values our partnership represents.
- 7.2. **AEB/TCs** know their school best and are an integral partner to our Trust's continued improvement. The TC will delegate to the Headteacher responsibility for the day-to-day operations of the Academy.
- 7.3. **AEB/TCs** monitoring whether the school is:
 - 7.3.1. Working within agreed policies
 - 7.3.2. Is meeting the agreed targets
 - 7.3.3. Managing its finances well
 - 7.3.4. Engaging with stakeholders
 - 7.3.5. Reporting to the board
 - 7.3.6. Delivering on its curriculum objectives to provide a broad and balanced curriculum which meets the needs of its pupils
 - 7.3.7. Ensuring highly effective communication with parents, the wider community and key stakeholders.
- 7.4. If a school, working within CMAT, is deemed to be in need of improvement, or be at risk of underachievement, delegation can be removed to ensure that rapid and immediate action is taken.

8.0 The role of the CEO of the Trust

- 8.1. See separate job descriptions

9.0 The role of the Headteacher

- 9.1. The Headteacher is responsible for the day-to-day leadership of the school and is line managed by the CEO of the Trust.
- 9.2. The Headteacher reports to the **AEB/TCs** on matters which have been delegated.
- 9.3. The CEO of the Trust will lead the performance management of the Headteacher with representation from the **AEB/TCs**.
- 9.4. Each headteacher working within CMAT will have the opportunity to take on a strategic role within the MAT that will be linked to the Trust priorities.

LEVEL OF GOVERNANCE	CORE PRINCIPLES & ROLE
MEMBERS (3-5)	<ul style="list-style-type: none"> • Reports to DFE • Top of Governance hierarchy • Appoint and remove Trustees • Hold Trustees to account • Subscribers to The Memorandum of Understanding and Articles of Association • Appoint auditors • Receive and review annual and audited accounts
BOARD OF TRUSTEES (7-11)	<ul style="list-style-type: none"> • Accountable for Academies • Ensure clarity of vision, ethos and strategic direction • Hold HT to account for vfm & school performance • Ensures resources are used according to charitable compliance and governance documentation • Ensure the trust is managed effectively and efficiently • Act responsibly in the protection of assets • Avoid conflicts of interest • Oversee financial performance • Hold CEO to account • Produce annual reports for trust members • Delegate powers to ACADEMY EDUCATION BOARD
FINANCE, AUDIT and RISK COMMITTEE	<ul style="list-style-type: none"> • Oversight of trust arrangements for budgeting, financial planning, financial performance • Financial reporting for revenue and capital budgets • Assess scope and effectiveness of systems • Identify, manage and monitor financial and non-financial risks via a risk register • Oversight of governance and internal controls, financial reporting, vfm and compliance
BUSINESS COMMITTEE	<ul style="list-style-type: none"> • Accountable for the effective and efficient deployment of the Trusts' employees • Oversight of remuneration and pay progression • Ensure estates are H&S compliant • Ensure estates ICT systems are effective and compliant • Ensure business continuity • Ensure effective capital/building work
EDUCATION COMMITTEE	<ul style="list-style-type: none"> • Responsible for the education targets for each academy • Monitor quality of education • Monitor standards and performance, including vulnerable groups • Monitor school improvement work

	<ul style="list-style-type: none"> • Ensure Safeguarding is effective and compliant
CEO	<ul style="list-style-type: none"> • Delegated responsibility for the operation of the Trust • Responsible for Trust performance • Responsible for HTPM • Is the Chief Accounting Officer and ensure financial effectiveness • Ensures vfm in line with The Funding Agreement and Academy Trust Handbook • Ensures stability and probity.
CENTRAL EXECUTIVE MANAGEMENT TEAM & OPERATIONS TEAM	<ul style="list-style-type: none"> • CEO leads this Team • Responsible for central management functions of: HR/FINANCE/H&S/ESTATES/ICT • Prepares reports for Board of Trustees
EDUCATION STRATEGY BOARD (HT BOARD)	<ul style="list-style-type: none"> • CEO Chair • Headteachers • School Improvement agenda • Implementation of systems of school improvement • Meets half termly
KEEPING IN TOUCH (KIT) BOARD	<ul style="list-style-type: none"> • CEO Chair • Interface between HT and Trustees • Meets 2x a year • HT meets reps of Education Committee, presents a HT report and external reports • Discuss any support needed from Trust
ACADEMY EDUCATION BOARD	<ul style="list-style-type: none"> • Challenge and support the quality of education, standards and pupil performance at academy level • Hold Complaints, Disciplinary and Exclusion panels • Known as Governors, with relevant skills and experience (2 parent reps)
HEADTEACHER	<ul style="list-style-type: none"> • Responsible for the operation management of the academy • Responsible for Academy school performance and improvement • Produce reports for Academy Education Board on matters delegated to it (refer to SOD) • Managed by CEO

10.0 ANNUAL REVIEW

10.1 This Scheme shall operate from the Effective Date in respect of the Academy.

10.2 This Scheme shall be reviewed annually by the Trustees, following consultation with AEBs, and may be amended following such review.

SCHEDULE 1:

Constitution of the Academy Education Board

1. The first AEB shall be the governing body of the predecessor school unless agreed to be led by a Transitional Improvement Board, in which case, transfer of the governing body will be at the discretion of CMAT.
2. In the event that the predecessor school has a Transitional Improvement Board (TIB), CMAT will appoint a body consistent with the Articles to act as AEB.
3. Assigned Trustees shall also be entitled to attend any meetings of the AEB.
 - 3.1 Any Trustee attending a meeting of the AEB shall not count towards the quorum for the purposes of the meeting and shall not be entitled to vote on any resolution being considered unless the Academy is operating within a TIB.
4. All persons appointed to the AEB shall give a written undertaking to the Trustees to uphold the objects, vision and mission of the MAT as set out in Clause 2 above.
5. Any AEB/TC vacancies must be notified to the MAT as soon as they arise and noted in AEB minutes.

Following conversion to Academy and transition into the Trust, through organic development, academies will move towards the below AEB constitution:

- 1 x Headteacher ex-officio role
- 2 x Parent elected roles (there will be no transitional period assigned to these roles, to ensure compliance with the Trust Articles of Association.
- 1 x Staff elected role
- 6 x Co-opted (appointed by the AEB) roles

SCHEDULE 2:

Functions of and Decision Making by the Trust Committees

Part A: Scheme Overview

The Scheme of Delegation is built on the premise that the Trust and Academies have systems and outcomes in Governance, Finance, Human Resources and Education that are no risk to the trust.

Trustees will intervene where concerns exist. The level of intervention will be determined by the Trustees, but in serious cases, will result in the removal of delegated powers and being re-designed as an TIB (ref Transitional Improvement Board below).

Transitional Improvement Boards

- In some circumstances, the Board of Trustees may decide that a Transitional Improvement Board (TIB) would be a more appropriate committee, at a local level. This will be enacted when systems and outcomes in Governance, Finance, Human Resources and Educational outcomes at academy level are posing a risk to the trust. Key concerns include the following (these are illustrative and not meant to be exhaustive):
 - ❖ *A significant and unexpected decline in pupil outcomes as measured externally by validated measures.*
 - ❖ *Serious concerns identified as part of a school review - these may lie, for example, within leadership and management, teaching and learning, pupils outcomes and behaviour and attendance.*
 - ❖ *A number of staffing vacancies, often in leadership positions, that remain unfilled by permanent staff.*
 - ❖ *Stakeholder complaints, that when investigated, have substance and raise serious concerns.*
 - ❖ *The Academy being deemed (in the absolute discretion of the Trustees) not to be acting in accordance with this Scheme of Delegation or otherwise not acting in accordance with the Vision Statement of the Trust as set in section 2 Vision and Values*
 - ❖ *A significant safeguarding issue which, in their absolute discretion, the Trustees consider could place pupils at risk and the school at risk of an Ofsted Inspection.*
 - ❖ *The weak management and oversight of the Academy's financial affairs by the AEB resulted in an unplanned budget deficit, which has not been approved by the Trustees.*
- The Finance, Audit and Risk Committee will establish any potential risks.
- The TIB will replace the AEB.
- In practice, the responsibilities of a TIB do not differ greatly to an AEB. However, it would operate with a higher level of support and direction from the Education Committee, and Central Team.
- The TIB may also involve the guidance from a National Leader of Governance (NLG), a National Leader of Education (NLE) or a suitable specialist with a strong track record in governance. In addition, there may be an increased frequency of calendared meetings.
- After an identified period of support, it is expected that the TIB would become an AEB.
- Full guidance on a TIB can be made available to Governors, where applicable.
- This process allows protection for Academies and HTs for being part of the trust and it allows to mitigate a high risk so that there is no risk to the trust as a whole and Academies and their HT.

Part B: Scheme Decision Levels

KEY

	CANNOT be legally undertaken at this level
✓	Action to be taken at Trust level
✓	Action to be taken at Academy level
A	Provide advice & support to those accountable for decision making
← →	Direction of Advice & Support

FUNCTION	NO	TASK	MEMBER BOARD	TRUSTEE BOARD	FINANCE, AUDIT and RISK COMMITTEE	BUSINESS COMMITTEE	EDUCATION COMMITTEE	CEO	ACADEMY EDUCATION BOARD	HT
1.0 People	1.1	Members: Appoint/Remove	✓							
	1.2	Trustees Board: Appoint/Remove	✓	✓						
	1.3	Role Descriptors for Members	✓							
	1.4	Trustees Committee Chairs: Appoint/Remove		✓	✓	✓	✓	← A		
	1.5	Role Descriptors for Trustees/Committees/AEB		✓				← A		
	1.6	AEB: COG/VCOG: Appoint/Remove		✓				← A	A	
	1.7	AEB Parent Governors: Elected: Appoint/Remove						A→	✓	←A
	1.8	Clerk to Trust Trustees Board: Appoint/Remove:		✓				← A		
	1.9	Clerk to Academy Education Board: Appoint/Remove:		✓				← A		

FUNCTION	NO	TASK	MEMBER BOARD	TRUSTEE BOARD	FINANCE, AUDIT and RISK COMMITTEE	BUSINESS COMMITTEE	EDUCATION COMMITTEE	CEO	ACADEMY EDUCATION BOARD	HT
2.0 Trust Governance Systems and Structures	2.1	Articles of Association reviewed and agreed		←A				←A		
	2.2	Trust Governance structure (establish and review annually)		✓				←A		
	2.3	Terms of reference for Board Committees & Scheme of Delegation for AEB agree annually		✓				←A		
	2.4	Skills Audit: complete and recruit and use to develop annual training structure		✓				←A	✓	←A
	2.5	Annual self review of Director Board annually		✓				←A		
	2.6	Annual self review of AEB annually						A→	✓	
	2.7	Chair's performance: periodic 360 review		✓				←A		
	2.8	Director/AEB Governor contribution: review annually		✓				←A A→	✓	
	2.9	Succession: plan		✓				←A A→	✓	←A
	2.10	Annual Calendar for Trustees Board: agree		✓				←A		
	2.11	Annual Calendar (T of R) for Academy Education Board: agree		✓				←A A→	✓	←A
	2.12	Annual Governance Calendar for AEB: agree		✓				←A A→	✓	←A

FUNCTION	NO	TASK	MEMBER BOARD	TRUSTEE BOARD	FINANCE, AUDIT and RISK COMMITTEE	BUSINESS COMMITTEE	EDUCATION COMMITTEE	CEO	ACADEMY EDUCATION BOARD	HT	NOTES
3.0 Academy Education Board	3.1	To appoint the chair of the AEB		✓				←A A→	A	←A	AEB makes recommendation for approval MAT decision for AEB
	3.2	To remove the chair of the AEB		✓				←A A→	A	←A	MAT decision in consultation with AEB AEB to accept MAT's decision where there is a safeguarding or other legal reason MAT decision for AEB
	3.3	To appoint the vice-chair of the AEB		✓				←A A→	✓	←A	AEB decision in consultation with MAT MAT decision for AEB
	3.4	To dismiss the vice-chair of the AEB		✓				←AA →	✓	←A	AEB decision in consultation with MAT AEB to accept MAT's decision where there is a safeguarding or other legal reason MAT decision for AEB
	3.5	To determine the development needs of governors and put in place an appropriate programme		✓				←A A→	✓	←A	AEB in consultation and with support of MAT clerk HTs to implement CEO to oversee AEB provision

FUNCTION	NO	TASK	MEMBER BOARD	TRUSTEE BOARD	FINANCE, AUDIT and RISK COMMITTEE	BUSINESS COMMITTEE	EDUCATION COMMITTEE	CEO	ACADEMY EDUCATION BOARD	HT
4.0 Strategic Planning	4.1	Determine Trust wide policies which reflect the trust's ethos and values (union consultation): approve		✓	✓	✓	✓	←A		
	4.2	Determine Academy level policies which reflect Academy's ethos and values: approve		✓	✓	✓	✓		✓	
	4.3	Central spend/top slice: agree		✓				←A		
	4.4	Management of risk - establish register, review and monitor		✓				←A A→	✓	
	4.5	Engagement with stakeholders	✓	✓	✓	✓	✓	←A A→	✓	
	4.6	Trust's vision and strategy, agreeing key priorities & KPIs against which progress towards achieving the vision can be measured: determine		✓				←A		
	4.7	Academy Development Plan (ADP) and SEF in line with the strategic aims of the Trust: agree and monitor						A→	✓	←A
	4.8	Academy key priorities and KPIs through HT report: review and monitor						✓	✓	✓
	4.9	Ofsted Inspections Trust support		✓			✓	✓		

FUNCTION	NO	TASK	MEMBER BOARD	TRUSTEE BOARD	FINANCE, AUDIT and RISK COMMITTEE	BUSINESS COMMITTEE	EDUCATION COMMITTEE	CEO	ACADEMY EDUCATION BOARD	HT	NOTES
5.0 Central Services	5.1	To determine the scope of central services to be delivered by MAT to and on behalf of the Academy		✓				←A			MAT to determine legal, HR and finance services in discussion and consultation with AEB and HT. CEO to advise and facilitate discussions with central finance support team
	5.2	To identify additional services to be procured on behalf of the Academy		✓				←A			AEB to liaise with central finance support when reviewing and deciding on changes to academy services and also suggest areas where service may be better sourced centrally/there are concerns around quality of current service. Services to be contracted by MAT Board/central finance support.
	5.3	To ensure centrally procured services provide value for money		✓				←A			CEO to liaise with AEB and central finance support when ensuring this.

FUNCTI ON	NO	TASK	MEMBER BOARD	TRUSTEE BOARD	FINANCE, AUDIT and RISK COMMITTEE	BUSINESS COMMITTEE	EDUCATION COMMITTEE	CEO	ACADEMY EDUCATIO N BOARD	HT	NOTES
6.0 Finance & Budgets	6.1	To set the MAT budget and determine the proportion of the overall MAT budget to be delegated to the Academy		✓	✓			←A			<p>Provided that the proportion of the Budget withheld by the MAT in respect of the Academy shall not be more than 7%</p> <p>The MAT will also retain 3% as part of the Reserves Policy providing a contingency fund</p> <p>Details will be set out in the CMAT Trust Finance Policy</p>
	6.2	To develop and propose the individual Academy budget (for Trust approval)							✓	←A	In conjunction with the central finance support team.
	6.3	To approve the first formal Trust budget plan each financial year (approval of individual Academy budgets)		✓	✓			←A			Budget plan to be produced by the central finance support team and approved by MAT board.
	6.4	To monitor Trust wide budget		✓	✓			←A			With central finance support
	6.5	To plan and manage monthly academy expenditure and financial reports, and identify actual or potential items of budget overspend/underspend							✓	←A	<p>HT with support of SBMs and where necessary central finance support team</p> <p>MAT will monitor through the FARC (quarterly reports).</p>
	6.6	To monitor monthly academy expenditure and financial reports, and identify actual or potential items of budget overspend/underspend							✓	←A	<p>AEB: With support of central finance support team and oversight of CEO</p> <p>Expenditure must be in line with agreed budget</p> <p>Monthly reporting must take place to the central finance support team to inform Trust wide monitoring</p>
	6.7	To approve any amount to be transferred							✓	←A	AEB in consultation with HT/SBM

		between budget headings and/or likely budget overspends at Academy level									but must be in accordance with financial limits on budget variants and/ or overspends as set out in the CMAT Finance policies.
	6.8	To establish financial decision levels and limits (Trust level)		✓	✓			←A			As set out in finance policies with support from central finance support team. AEB to implement with HT
	6.9	To establish financial policies, procedures, regulations and internal financial controls.		✓	✓			←A			CEO to recommend with support from SBM/central finance support. Include:- financial delegations, investment policy, borrowing, charging and remissions policy, reserves policy HT to implement at academy level CEO to report any concerns about operation of policy with support from central finance team
	6.10	To appoint the Internal Auditor for the Academy		✓	✓			←A			Central finance support to advice and support Key role for MAT board (finance committee)
	6.11	To enter into any contracts which exceed the agreed limits set out in the Trust finance policies		✓	✓			←A			The Trust finance policies sets an academy limit based on overall pupil numbers
	6.12	To make payments within agreed financial limits in accordance with Trust Finance policies.								✓	HT responsible with SBM or central finance support team where needed.
	6.13	To collect income due to the Academy to maintain proper financial records for the Academy To prepare accounts for the Academy						A→		✓	HT with support of SBM and central finance support team

		To develop risk management strategies To decide how to apply Pupil Premium and Sports/PE funding									
6.14		To authorise acquisition of assets in accordance with Trust finance policies To authorise disposal of assets in accordance with Trust finance policies To write off Debts in accordance with Trust finance policies and not in the Academies Financial Handbook.		✓				←A			NB: HT will be authorised to write off student related Debts of up to £50 without MAT board authorisation
6.15		To monitor compliance with approved Financial Procedures and use of Pupil Premium monies							✓	←A	With support of SBM/HT and central finance support team
6.16		Recommend auditors for appointment/removal by Members		✓				←A			With support of central finance support team
6.17		Respond to auditor's report/advice		✓				←A		←A	Implemented by CEO/finance support for Trust with oversight from MAT board. HT responsible, overseen by AEB
6.18		Annual report and accounts - Trust Level		✓				←A			CEO to oversee with support from finance central support team to coordinate draft Auditors review and sign off MAT board/accountable officer to approve specific sections Members to receive and scrutinise at AGM

											File with Companies House and DfE and on Trust website
	6.19	Asset register - Academy level								✓	HT to implement with central finance support/SBM Trust wide register to be maintained by central finance support team
	6.20	To approve any 'connected party' transactions as defined in the Academies Financial Handbook		✓	✓			←A			
	6.21	Opening Trust bank account or changing signatories of the existing Trust bank account		✓	✓						
	6.22	To make novel or contentious purchases or transactions which could cause repercussions in terms of reputational risk to the MAT or the academy or any of its pupils or employees.	✓		✓			←A			As defined in Academies Trust Handbook

FUNCTI ON	NO	TASK	MEMBER BOARD	TRUSTEE BOARD	FINANCE, AUDIT and RISK COMMITTEE	BUSINESS COMMITTEE	EDUCATION COMMITTEE	CEO	ACADEMY EDUCATION BOARD	HT	NOTES
7.0 Staffing	7.1	Pre-recruitment checks								✓	Implemented by HT with support of SBM/admin (AEB) AEB with oversight of CEO
	7.2	Appoint the CEO		✓							
	7.3	To appoint Headteacher (through a selection panel)		✓				✓	A		See CMAT recruitment process (Appendix1)
	7.4	To agree a temporary or permanent change in Headteacher Contract, e.g. Days worked		✓				A	A		Discussion between CEO and AEB in the first instance AEB to provide evidence of support or not for the proposal/change to Board of Trustees
	7.5	To appoint a Deputy Headteacher (through a selection panel)						A	✓	✓	Implemented/led by HT (AEB level); advice from CEO Trustees' nominee present to advise only
	7.6	To appoint other teachers (to include responsibilities for SENCO, safeguarding/child protection designated person, educational visits coordinator)							✓	✓	Implemented/led by HT (AEB level)
	7.7	To appoint non-teaching staff							✓	✓	Implemented/led by HT
	7.8	To ensure that an approved Appraisal Policy is in place				✓					In consultation with HT/AEB Implemented by CEO
	7.9	To review the Performance Management Policy annually				✓					In consultation with HT/AEB Implemented by CEO

	7.10	To agree a Pay Policy				✓					In consultation with HT/AEB Implemented by CEO Consistency of employer is important and keep in line nationally.
	7.11	Performance management and pay of HT			✓		✓				In accordance with Trust policy In consultation with AEB/ SIP Implemented by CEO
	7.12	Performance management and pay review of other academy staff			✓			✓	✓		In accordance with Trust policy with decisions made by AEB with HT advice. CEO to oversee policy implementation alongside HT within AEB
	7.13	To exercise pay discretions			✓		A	✓	✓		In consultation with MAT board In accordance with relevant policies and within an agreed budget.
	7.14	Establishing Disciplinary/Capability Policy and Procedures				✓					In accordance with current policies and in line with Trust wide policies Implemented by CEO
	7.15	Dismissal of Headteacher/Deputy Head Teacher		✓			✓				MAT in dialogue with AEB. In accordance with current policies
	7.16	Dismissal of other staff (Trust or Academy)				✓	A	✓	✓		MAT in dialogue with AEB In accordance with current policies
	7.17	Suspension of Headteacher		✓			A				MAT in dialogue with AEB In accordance with current policies
	7.18	Suspension of other staff (Trust		✓			A	✓	A		In accordance with current policies/

		or Academy)									procedures HT to lead with support from central HR and legal team
	7.19	Ending of suspension of Headteacher		✓				A			MAT in dialogue with AEB In accordance with current policies
	7.20	Ending of suspension of other Staff (Trust or Academy)		✓				A	✓	A	HT implements in consultation with AEB
	7.21	Determining Staff complement within agreed budget		✓	✓	A		A	✓	A	HT to implement with support from central team where needed
	7.22	Determining dismissal payments/early retirement		✓	✓	A		A		A	HT to implement, must be in consultation with central finance support CEO approval based on that support.
	7.23	Conduct of Staff Appraisals and management of staff disputes				✓			✓	✓	In line with MAT policy and procedures. HT to implement with support as needed (CEO/central HR team) in AEB CEO to oversee process in AEB; HT to implement
	7.24	Formulation of Employment Policies and Staff Guidance		✓		✓		A			In consultation with AEB/HT with support of HR advisors. Need to ensure local differences and TUPE taken into account, policies to include:- <ul style="list-style-type: none"> • Recruitment, probation and induction • Pay • Redundancy • Appraisal • Conduct and disciplinary • Grievance

											<ul style="list-style-type: none"> • Capability • Sickness absence management • Professional development • Equality • Expenses <p>CEO to report to the MAT board on any material concerns about the operation of policies and procedures.</p>
	7.25	Carry out and maintain single central records				A			✓	✓	<p>Overseen by AEB</p> <p>CEO responsible for Trust wide staff who work across all schools such as Educational Psychologist, primary MFL teacher, PE staff etc</p>
	7.26	Maintain register of staff interests and gifts and hospitality register as necessary				A			✓	✓	<p>HT responsible, received by AEB with support from HR as required.</p> <p>Interests should be brought to the attention of HT as appropriate</p> <p>CEO responsible for Trust wide staff.</p>

FUNCTION	NO	TASK	MEMBER BOARD	TRUSTEE BOARD	FINANCE, AUDIT and RISK COMMITTEE	BUSINESS COMMITTEE	EDUCATION COMMITTEE	CEO	ACADEMY EDUCATION BOARD	HT	NOTES
8.0 Curriculum T&L Transition	8.1	Freedom to opt out of National Curriculum	✓								Overseen by CEO Recommendations for MAT Trustees to consider, where needed
	8.2	Develop a Curriculum Policy							✓	✓	Developed with HTs Must be balanced and broadly based and comply with the terms of any curriculum requirements determined by the MAT board.
	8.3	To implement Curriculum Policy							✓	✓	Implemented by HT with oversight of AEB and CEO Implemented by HT with oversight of CEO (AEB)
	8.4	Develop a coherent approach to teaching and learning							✓	✓	CEO/Deputy CEO to identify key principles/T&L model HTs to implement
	8.5	Responsible for standards of teaching						A	✓	✓	HTs lead on this day to day With oversight of AEB/CEO as necessary
	8.6	Accountability for standards of teaching						A	✓	✓	HTs have day to day responsibility for this
	8.7	Develop high quality professional learning opportunities for staff development							✓	✓	HTs to implement at academy level CEO to oversee and implement a MAT wide provision
	8.8	Responsibility for							✓	✓	HTs have day to day responsibility for

		individual child's education									this
	8.9	Accountability for individual child's education							✓	✓	HTs have day to day responsibility for this
	8.10	To develop effective transition arrangements							✓	✓	CEO to oversee HTs to implement
	8.11	Provision of sex and relationships education – Policy							✓	✓	Developed with HTs and in line with statutory requirements Implemented by HT
	8.12	To prohibit political indoctrination and ensure balanced treatment of political issues		✓					✓	✓	Shared responsibility between Trustees and AEB HTs lead on this day to day Ultimate accountability rests with Trustees
	8.13	RE policy and provision							✓	✓	Recommended and implemented by HT Ensure AEB follow relevant statutory requirements for RE Overseen by CEO
	8.14	Collective Worship Policy							✓	✓	Recommended and implemented by HT Recommended and implemented by HT
	8.15	SMSC policy							✓	✓	Recommended and implemented by HT Approved by AEB Overseen by CEO

	8.16	Off site visits policy		✓							<p>Implemented by HT and overseen by AEB</p> <p>Should dovetail with health and safety policy which requires that any potentially hazardous activities are referred to the MAT board for approval.</p> <p>CEO to report to the MAT board on any material concerns about the operation of policy.</p> <p>In consultation with EVC specialist</p>
	8.17	Assemble data for pupil assessment and other returns / ICT / Post Inspection Action Plan							✓	✓	<p>Recommended and implemented by HT</p> <p>Oversight and accountability rest with AEB</p>
	8.18	Examinations							✓	✓	<p>HT to ensure appropriate arrangements are in place for examinations</p> <p>Overseen by AEB</p>
	8.19	To propose targets for pupil achievement							✓	✓	<p>Recommended and implemented by HT</p> <p>Support provided by central team (if applicable Data Manager)</p>
	8.20	To agree targets for pupil achievement						✓	✓	✓	<p>Recommended and implemented by HT</p> <p>Support provided by central team (if applicable Data Manager)</p> <p>Oversight by AEB supported by CEO/SDP as appropriate</p>

FUNCTION	NO	TASK	MEMBER BOARD	TRUSTEE BOARD	FINANCE, AUDIT and RISK COMMITTEE	BUSINESS COMMITTEE	EDUCATION COMMITTEE	CEO	ACADEMY EDUCATION BOARD	HT	NOTES
9.0 Behaviour Attendance Welfare	9.1	To establish a Behaviour and Discipline Policy (including exclusions)						A	✓	✓	HT to recommend and implement Overseen by CEO CEO to report to the MAT board on any material concerns about the operation of the policy.
	9.2	To review the use of exclusion and to decide whether or not to confirm all permanent exclusions and fixed term exclusions where the pupil is either excluded for more than 15 days in total in a term or would lose the opportunity to sit a public examination. (Can be delegated to chair/vice-chair in cases of urgency)						A	✓	✓	HT to take decisions on whether to exclude, may be for one or more fixed periods (up to a max of 45 days per academic year) or permanently. May withdraw an exclusion that has not been reviewed by AEB HT to notify AEB (and CEO) in accordance with exclusions code, at the time of the exclusion. Notification must include reasons for exclusion and duration HT to arrange alternative provision from 6th day of fixed term exclusion in accordance with exclusions code Report from CEO to Trustees (all to be followed in accordance with latest guidance)
	9.3	To direct reinstatement of excluded pupils (Can be delegated to chair/vice-chair in cases of urgency)						A	✓	✓	Can be delegated to Chair of AEB or at least 3 AEB members where permitted by exclusions code.
	9.4	Develop the						A		✓	Recommended and implemented by HT.

		Academy Commitment/ improvement plan									
	9.5	Approve Academy Commitment/ improvement plan						A	✓		In conjunction with CEO
	9.6	Pupil attendance						A	✓	✓	Overseen by AEB with regular reporting to MAT board and AEB <ul style="list-style-type: none"> Overseen by CEO
	9.7	Safeguarding and Child Protection Policy									HT to implement at academy level Overseen by AEB Annual reviews led by CEO CEO to report to MAT board about any material concerns on operation of the policy
	9.8	Provision of school meals								✓	HT responsible overseen by AEB Must include provision of free school meals to those eligible. Must be in accordance with national nutritional standards and guidelines

FUNCTION	NO	TASK	MEMBER BOARD	TRUSTEE BOARD	FINANCE, AUDIT and RISK COMMITTEE	BUSINESS COMMITTEE	EDUCATION COMMITTEE	CEO	ACADEMY EDUCATION BOARD	HT	NOTES
10.0 Admissions	10.1	Setting/amending an admissions policy		✓							MAT board approves MAT Board receives recommendations from HT/AEB Consultation with DBE as appropriate
	10.2	Admissions: application decisions							✓		HT responsible for co-ordinating and managing process Must be in accordance with published admissions arrangements
	10.3	If appropriate to appeal against LA directions to admit pupil(s)						A	✓		AEB in dialogue with the Headteacher Oversight of CEO
	10.4	Arrangement of independent appeal panels					✓	A		A	Must be an independent appeal panel established in accordance with the admissions code. Support from CEO/HT and clerk

FUNCTION	NO	TASK	MEMBER BOARD	TRUSTEE BOARD	TRUSTEES FINANCE, AUDIT and	BUSINESS COMMITTEE	EDUCATION COMMITTEE	CEO	ACADEMY EDUCATION BOARD	HT	NOTES
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					RISK COMMITTEE						
11.0 Premises & Insurance	11.1	Buildings insurance and public liability			✓						Central finance to support/liaise with insurers Must include insurance to comply with church supplemental agreement (if applicable) CEO to ensure details of insurance policy appropriately disseminated
	11.2	Develop Academy buildings and facilities estate long term strategy or master plan				✓		A			Led by Chief Financial Officer or equivalent Support and advice from central finance support
	11.3	Maintaining buildings, including developing properly funded maintenance plan				✓		A	✓		HT responsible for implementation maintenance of condition Overseen by AEB Support from central team as required
	11.4	To institute a Health and Safety Policy/arrangements				✓		A	✓		CEO responsible for ensuring appropriate health and safety policy and arrangements are in place in line with approved policy and operating effectively HT to implement policy at academy level and oversee operation of procedures and advise CEO of significant issues Policy to include appropriate reporting mechanisms at Member, Director and AEB level.
	11.5	Ensure that health and safety regulations are followed						A	✓	✓	HT responsible for day to day implementation Support from CEO as required

	11.6	Maintain academy premises, security and management documents (e.g. fire safety, statutory testing, asbestos)							✓	✓	<p>HT responsible to implement and to ensure appropriate documents in place (overseen by AEB)</p> <p>HT responsible to implement and to ensure appropriate documents in place (overseen by CEO within AEB)</p> <p>CEO to report any material concerns to the MAT board and oversee overarching arrangements across trust.</p>
	11.7	Bid for capital funding and approve capital projects and building works			✓	✓		A		A	<p>Support from central finance support and implemented in consultation with AEB/HT</p> <p>Necessary consents should be obtained from site trustees and check LA/DBE (if applicable) lease</p> <p>All necessary DfE approvals obtained</p>
	11.8	Managing Academy capital building projects/building works/maintenance			✓	✓		✓		✓	<p>HT responsible up to limits in Trust Finance Policies with oversight</p> <p>CEO responsible if over HT limits in Finance Policies, with MAT board oversight</p> <p>Projects above £50,000 will usually require CEO oversight</p> <p>All necessary DfE consents to be obtained and processes followed with support from central finance support.</p>
	11.9	Acquiring and disposing of land (including leases, licenses and easements) in accordance with limits set by ESFA				✓		A			<p>AEB can recommend and HT/CEO advise, in consultation with central finance support</p> <p>All necessary DfE approval should be obtained</p>

	11.1 0	Determining permissible external and community use policy(licensing, letting/shared use arrangements)				✓		A			<p>Reflect requirements to obtain any necessary DfE, Trustee consents</p> <p>Policy to reflect that any revenue generated from such use will be retained at school level</p>
	11.1 1	Managing external and community use							✓	✓	<p>Must be in accordance with agreed policy.</p> <p>HT to implement with AEB oversight</p>
	11.1 2	Set the time of school sessions and the dates of school terms and holidays		✓				A		A	<p>CEO/HT to make recommendations</p> <p>Trustees to agree any changes</p>
	11.1 3	Ensure that the school meets the Statutory Requirement for [380] sessions in a school year		✓							HT to implement with AEB oversight

FUNCTION	NO	TASK	MEMBER BOARD	TRUSTEE BOARD	FINANCE, AUDIT and RISK COMMITTEE	BUSINESS COMMITTEE	EDUCATION COMMITTEE	CEO	ACADEMY EDUCATION BOARD	HT	NOTES
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12.0 Information Management	12.1	Maintain accurate, effective and secure pupil records							✓	HT to implement In accordance with MAT policy
	12.2	Maintain accurate and effective and secure employee records.							✓	HT to implement In accordance with MAT policy
	12.3	Comply with all Data Protection legislation and good practice.			✓			✓	✓	Shared responsibility between MAT and AEB HT to implement on a day-to-day basis
	12.4	To determine, on an annual basis, those policies which will be developed by MAT and mandatory for all MAT Academies		✓						Input and recommendations from CEO / HTs
	12.5	To review policies annually and ensure they meet statutory requirements for the Academy		✓			✓		A	CEO is responsible Support and advice from HTs
	12.6	Complaints Procedure		✓			✓	✓	✓	HT to implement at school level and report any material concerns on policy CEO to implement any Trust wide complaints and report any material concerns on policy First stage is with HT; second stage is with AEB; third stage complaint with MAT Trustees

FUNCTION	NO	TASK	MEMBER BOARD	TRUSTEE BOARD	FINANCE, AUDIT and RISK COMMITTEE	BUSINESS COMMITTEE	EDUCATION COMMITTEE	CEO	ACADEMY EDUCATION BOARD	HT	NOTES
13.0	13.1	Equality		✓				A	✓		Requirement to draw up and publish

Equality & Accessibility		Information and objectives statement and equality objectives									equality objectives every four years and annually publish information demonstrating how meeting aims of public sector equality duty CEO with support from HTs/HR
	13.2	Accessibility plan							✓	A	Recommended and implemented by HT
	13.3	Determine SEND and Inclusion policies		✓				A	✓		Advice from HTs/SENCOs with recommendations by AEB To include social disadvantage, equality, disability, discrimination, looked after children, Pupil Premium Member of AEB with specific oversight for SEND arrangements HT to implement at academy level CEO to report any material concerns to MAT board
	13.4	Review and challenge effectiveness of SEND and inclusion policies and decisions						A	✓	✓	n conjunction with CEO and HTs
	13.5	SEN Information Report						A	✓	✓	HTs advise and recommendations come through AEB using MAT wide report templates SEN report should be updated annually and any changes to the information occurring during the year should be updated as soon as possible Contains details about the

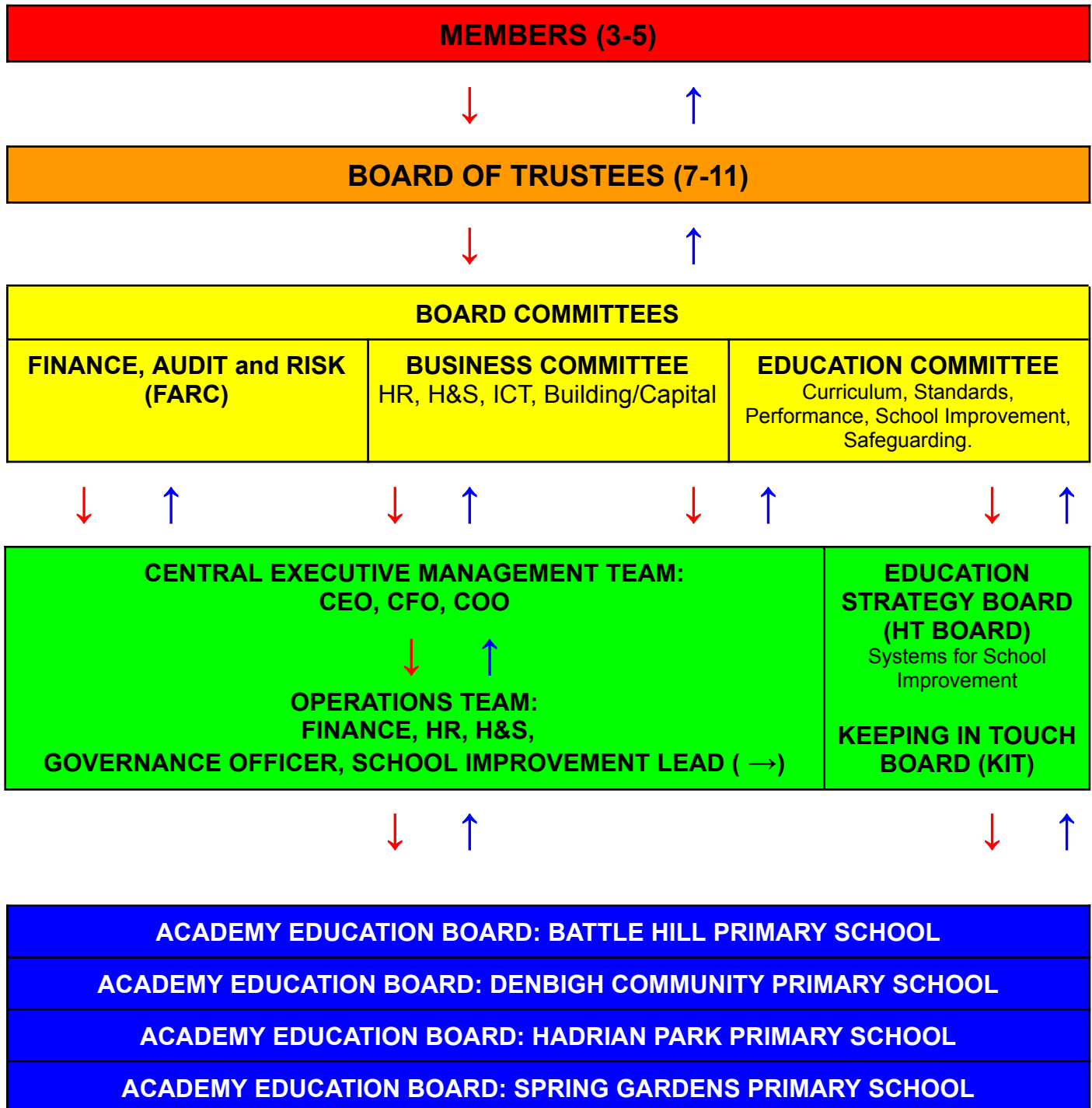
											implementation of the SEN policy
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FUNCTION	NO	TASK	MEMBER BOARD	TRUSTEE BOARD	FINANCE, AUDIT and RISK COMMITTEE	BUSINESS COMMITTEE	EDUCATION COMMITTEE	CEO	ACADEMY EDUCATION BOARD	HT	NOTES
14.0 Reporting & Communications	14.1	Annual report on the performance of the Trust: submit to members and publish		✓				A			
	14.2	Annual report and accounts including accounting policies, signed statement on regularity, propriety and compliance, incorporating governance statement and demonstrating value for money, in line with the most recent Academies Financial Handbook and Accounts Direction: submit.		✓				A			
	14.3	Annual report work of the AEB: submit to the trust						A	✓		
	14.4	School Prospectus						A	✓	A	HT to implement Oversight from AC/CEO to ensure in line with Trust requirement
	14.5	Trust and Academy Website is fully compliant and included governance details		✓					✓	A	HT to ensure Academy website is legally compliant Overseen by AEB

		and business interests									CEO to ensure academy websites dovetail appropriately with Trust website
	14.6	Press statements		A				✓		A	HT to implement on a day to day basis All controversial or potentially controversial press statements to be approved by CEO/MAT board

SCHEDULE 3:

Governance Structure of Centurion Multi Academy Trust



APPENDIX 1: Headteacher Recruitment

Recruiting to the post of Headteacher is an essential task. We need to ensure there is a robust process that enables the school and Trust to secure the best possible candidate. The process identified below should support this process.

Pre-recruitment

Task	Academy Education Board (AEB)	CMAT Trust Board
Prepare advert	AEB responsible	CEO to advise/support
Agree deadline date for applications and interview dates	AEB to agree dates in conjunction with Chair of CMAT	Agree dates with AEB
Agree salary scale	No role	Trust Board to set based on latest STPCD guidance
Prepare Information Pack about the school and CMAT	AEB responsible for school information pack	CEO to prepare CMAT Trust information and agree final version for use

Shortlisting

Task	Academy Education Board	CMAT Trust Board
Receiving completed applications	AEB responsible	No role
Fielding queries from potential candidates	AEB responsible	CEO to support as needed
Agreeing shortlist for interview	Up to two members of the AEB to attend (usually Chair/Vice Chair) to attend shortlisting	CEO plus named Trustees to attend shortlisting
Send out invites to interview	AEB responsible	No role
Requesting references	AEB responsible	No role

Recruitment - Day 1

Day 1 of the interview process will always take place in the school with the AEB taking the lead.

Task	Academy Education Board (AEB)	CMAT Trust Board
Prepare a programme for Day 1	AEB responsible	CEO to advise/support
Meet and greet candidates on Day 1 to explain the day	Chair of AEB responsible	CEO to attend
Ensure the smooth running of the day	AEB responsible	No role
Secure various panel members	AEB responsible	CEO plus named Trustees
Agree candidates to progress to final interview	Chair	CEO plus named Trustees
Contact all candidates and advise of success or otherwise	No role	CEO responsible
Provide detailed feedback to candidates	No role	CEO responsible

The likelihood is that Day 1 will involve the majority of the AEB members, as far as possible. The format for the day is to explore candidates expertise in satisfying key aspects of Headteacher's Standards; it is likely to involve a range of tasks, which might include:

- Teaching a lesson
- Leading an assembly
- Various panels linked to:
 - Teaching, learning and assessment
 - Leadership and management
 - Leading in the community
 - Managing behaviour

- Time management
- Managing staff
- Data task
- Presentation
- School tour

This list is not exhaustive but gives a flavour of what will be a very busy day.

Recruitment - Day 2

Task	Academy Education Board (AEB)	CMAT Trust Board
Prepare programme for Day 2 including questions	AEB Chair involvement	CEO/Chair responsible
Agree venue	No role	CEO/Chair responsible
Agree interview panel	Up to two members of the AEB to attend and vote (usually Chair/Vice Chair)	Up to 4 Trustees plus CEO to attend and vote
Review candidates and agree appointment*	Up to two members of the AEB to attend and vote (usually Chair/Vice Chair)	Chair to manage discussion and decision process; organise vote if required
Contact all candidates and advise of success or otherwise	No role	CEO responsible
Provide detailed feedback to candidates	No role	CEO responsible
Provide a formal written offer to successful candidate	No role	CEO responsible

Day 2 will usually involve candidates arriving at an agreed venue for an allocated time slot. The format will usually be a formal interview although a brief presentation may be included if required.