

Oasis Community Learning Scheme of Delegation

November 2024

V7.55

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1 Document Control

1 Document Management

1.1 Changes History

Version	Date	Amended by	Authorised by	Purpose
5.0	08/09/21	John Barneby	Directors Meeting	Full update, new major version released
7.55	06/11/24	Rob Lamont	OCL Board	Full update, new major version released

1.2 Approvals

This document has been approved by:

Version	Date	Amended by	Authorised by	Purpose
5.0	21/10/21	John Barneby	Directors Group and Board	Full update, new major version released
7.55	14/11/24	Rob Lamont	OCL Board	Full update, new major version released

1.3 Distribution

This document has been distributed to:

Version	Date	Distributed by	Authorised by	Audience /Distribution Channel
4.0	02/11/20	John Barneby	Directors Meeting and Board	Principals, Directors, Website, OasisZone for staff
5.0	02/11/21	John Barneby	Directors Meeting and Board	Principals, Directors, Website, OasisZone for staff
7.55	21/11/24	Rob Lamont	National Directors and Board	Principals, Directors, Website, OasisZone for staff



1.4 Glossary of Terms

ALT	Academy Leadership Team	LFMT	Local Facilities Management Team
AO	Accounting Officer	LOP	Local One Plan
AP	Alternative Provision	MET	Monitoring and Evaluation Team
ASCL	Association of School and College Leaders (Recognised Union)	NAHT	National Association of Head Teachers (Recognised Union)
BFC	Board Finance Committee	NASUWT	National Association of Schoolmasters Union of Women Teachers (Recognised Union)
CEdO	Chief Education Officer and Deputy Chief Executive Officer	NCPT	National Capital Project Team
CEO	Chief Executive Officer	ND	National Director
CFMT	Cluster Facilities Management Team	ND L&D	National Director of Learning and Development
CFO	Chief Finance Officer	ND Pri	National Director of Secondary
CPD	Continuing Professional Development	ND Sec	National Director of Secondary
DCOO	Deputy COO	NDs	The Oasis Community Learning Senior Leadership Team, known as the National Directors
DDSL	Deputy Designated Safeguarding Lead	NET	National Educational Team
DFC	Deputy Finance Controller	NEU	National Education Union (Recognised Union)
DfE	Department for Education	NFM	National Finance Manager
Dir Comms	Director of Communications	NFMT	National Facilities Management Team
Dir CP&L	Director of Compliance, Policy & Legal	NL H&S	National Lead for Health and Safety
Dir E&F	Director of Estates and Facilities	NL IC	National Lead for Information Compliance
Dir HR	Director of People (Also commonly referred to as the Director of HR)	NL IN	National Leads for Student Inclusion
Dir IT	Director of IT	NLP	National Lead Practitioner
Dir MET	Director of Monitoring and Evaluation	NPM	National Procurement Manager
Dir Projects	Director of Projects	OCT	Oasis Community Trust
Dir Safe	Director of Safeguarding	P&E	Property & Estates
DoE	Directors of Education	P&E HFM HS	Property and Estates Head of Facilities Management (Hard Services)
DoS	Director of Service	P&E HFM SS	Property and Estates Head of Facilities Management (Soft Services)
DPIA	Data Protection Impact Assessment	PAR	Pupil Adult Ratios
DPO	Data Protection Officer	PD	People Directorate (HR Team)
DSL	Designated Safeguarding Lead	PDBP	People Directorate Business Partner
EFC	Executive Finance Committee	PDCM	People Directorate Cluster Manager
EIR	Environmental Information Regulation	PID	Project Initiation Document



1 Document Management

ESFA	Education & Skills Funding Agency	PL&C Team	Policy, Legal & Compliance Team
EVC Lead	Educational Visits Coordinator Lead	PP	Pupil Premium
Exec A&R Comm	Executive Audit and Risk Committee	PTR	Pupil Teacher Ratios
FC	Finance Controller	RD	Regional Director
FOI	Freedom Of Information	RD (Ad)	RD with national responsibility for Admissions
GMB	General, Municipal, Boilermakers Union (Recognised Union)	RD (At)	RD with national responsibility for Attendance
H&S	Health & Safety	RD (Car)	RD with national responsibility for Careers
HoS	Head of Service	RD (Se)	RD with responsibility for suspensions and exclusions
HSMS	Health & Safety Management System	RFM	Regional Finance Manager
IC Team	Information Compliance Team	RFM	Regional Finance Manager
ICO	Information Commissioners Office	RL H&S	Regional Lead for Health and Safety
IT CM	IT Cluster Manager	RL H&S	Regional Lead Health & Safety
IT HAIT	Head of Academy IT and Business Operations	RSE Lead	Relationship and Sex Education Lead
IT HI	IT Head of Information	S&I Team	Strategy and Innovation Team
IT HIS	IT Head of IT Security	SAR	Subject Access Request
IT HNI	IT Head of National Infrastructure	SEF	Self-Evaluation Form
IT SCM	IT Senior Cluster Manager	SENCo	Special Educational Needs Coordinator
KPIs	Key Performance Indicators	SEND	Special Educational Needs & Disabilities
L&D	Learning & Development	SLA	Service Level Agreement
LA	Local Authority	SMHL	Senior Mental Health Lead

1.4.1 Notes of Nomenclature and Conventions

Committees : Where a committee is mentioned without a descriptor (e.g. A&R Committee, Finance Committee etc) then it is referring to a board committee. Other committees include a descriptor (e.g. Exec A&R Committee for the Executive Audit and Risk Committee)

Directors of Education : Where Directors of Education (DoE) is used for a delegated authority it should be considered to include ND Pri, ND Sec, ND L&D, Dir MET & Dir Safe. Where DoE is included in the Perform, Accountable and Control columns, each individual will only hold the delegated authority within their line of responsibility.

Directors of Service : Where Directors of Service (DoS) is used for a delegated authority it should be considered to include the CFO, Dir HR, Dir IT, Dir E&F, Dir Comms, Dir Projects, Dir C&PL. Where DoS is included in the Perform, Accountable and Control columns, each individual will only hold the delegated authority within their line of responsibility.



Multiple Entries : Where there are multiple individuals included in the Perform, Accountable and Control columns, each individual will only hold the delegated authority within their area of responsibility.

National Directors : In OCL it is common practice to refer to use the term 'National Directors' to have multiple meanings, including but not limited to the collective for the National Directors of Primary and Secondary, The OCL senior leadership team meeting or the group of people who attend the OCL senior leadership team meeting. To avoid confusion, in this document the following conventions have been adopted:

- Where referring to the National Directors of Primary and Secondary specifically, they are specifically listed as the 'ND Pri' and 'ND Sec' with the understanding that they will respectively hold the delegated authority for the academies in their phase where both hold the same authority.
- Where referring to the National Directors meeting (Senior Leadership Team Meeting) as a delegated authority, it is specifically listed as 'NDs Meeting'
- Where referring to the members of the Senior Leadership Team, where any of those individuals hold the delegated authority, the term National Directors (NDs) is used. For the absence of doubt, this includes: The CEO, CEdO, DCOO, CFO, Dir HR, ND Pri, ND Sec, ND L&D, Dir Safe, Dir MET, Director of Ethos & Formation and the OCP CEO.

Oasis Entities : Oasis Community Learning is part of the wider Oasis family. Where the Scheme of Delegation refers to an individual or entity from another part of the Oasis family (i.e. OCT, OCP, OCH etc) then it will be explicitly defined as such (e.g. OCT CEO, OCT Board), where no organisation is given the role or entity is from within OCL (e.g. CEO means the OCL CEO).

Secretariat : The Secretariat is the group of National and Regional Executive Assistants and Personal Assistants. The group meet regularly to co-ordinate the activities of the organisation. Where used in this document it means both the group as a whole and action by an individual member of the Secretariat depending on the situation.

1.5 PACSI Matrix

This document describes delegated duties in the form of PACSI Matrices. These Matrices are divided between the different sections of this document. A PACSI defines the participation of different organisational roles in completing the delegated duty.

P	PERFORM – The role that carries out the activity
A	ACCOUNTABLE – The role ultimately answerable for the correct and thorough completion of the delegated duty
C	CONTROL – The role which reviews the result of the delegated duty. This role has the right of veto over the delegated duty which is binding
S	SUGGEST – The role supports and provides advice to those accountable and performing the delegated duty based on recognised expertise. The advice is non-binding
I	INFORM – The role must be informed of the outcome of the delegated duty



2 General Information

2 General Information

2.1 The underlying Principles for this Scheme of Delegation

- Oasis Community Learning (OCL) is a registered charity working to deliver our vision for community – a place where everyone is included, making a contribution and reaching their God-given potential.
- Oasis Community Learning is a family of Academies with one shared vision, one Board and one Scheme of Delegation.
- The Accounting Officer (AO) is the Chief Executive Officer (CEO).
- All governance flows from the OCL Board.
- The key principle of OCL's Governance is that the Board delegates its statutory authority to the CEO, the CEO and his executive team lead and manage the Trust. The CEO, through the Chief Education Officer (CEdO) National Directors (NDs) and Regional Directors (RDs), line manage the principals. Each Academy is attached to a Hub Council, a local body that provides feedback and additional support and challenge to ensure that the organisation acts according to our ethos and represents the needs of our students, parents, and the communities we serve. Hub councils have no statutory responsibility or governance roles.
- RDs received direction and expertise from Directors of Service (DoS) on relevant operational matters, including Finance, Property and Estates, People, Communications, Compliance, and IT. RDs are line managed by the National Directors of Primary and Secondary who are line managed by the CEdO, who in turn is line managed by the CEO. The CEO is accountable to the Board. RDs are informed of the local Academy context by the Hub Council.
- OCL will ensure that it is at all times compliant with all statutory obligations as prescribed by the Department for Education (DfE), Education & Skills Funding Agency (ESFA) and the Charity Commission.
- OCL has a policy framework that clearly differentiates national and local policies. National policies should be read, understood, and adhered to by all parts of OCL, unless explicit agreement has been approved by the CEO.
- As a single employer, OCL is committed to ensuring that it operates within UK employment legislation.
- OCL has for over a decade recognised 8 Trade Unions (ASCL, GMB, NAHT, NASUWT, NEU, UNISON, Unite and Voice Community) for the purposes of collective bargaining, consultation, and individual staff representation on behalf of the whole workforce.
- The Oasis family of Academies are led by empowered – and empowering – resilient leaders who, through their deeply held beliefs and values, always strive to make decisions in the best interests of the students and their communities.
- OCL's Board Scheme of Delegation provides a control framework in which the CEO, CEdO, NDs, DoS, RDs, Academy leaders and Hub councils can fulfil their duties.

2.2 Oasis' Vision and Mission

The Oasis Charitable Trust Board (see section 2.4) are responsible for setting the overall Oasis family vision. The Oasis Community Learning Board is responsible for setting the vision and strategy for Oasis Community Learning.

'Our vision is for community – a place where everyone is included, making a contribution and reaching their God-given potential.'

OCL's mission is to deliver "Exceptional Education at the Heart of the Community".



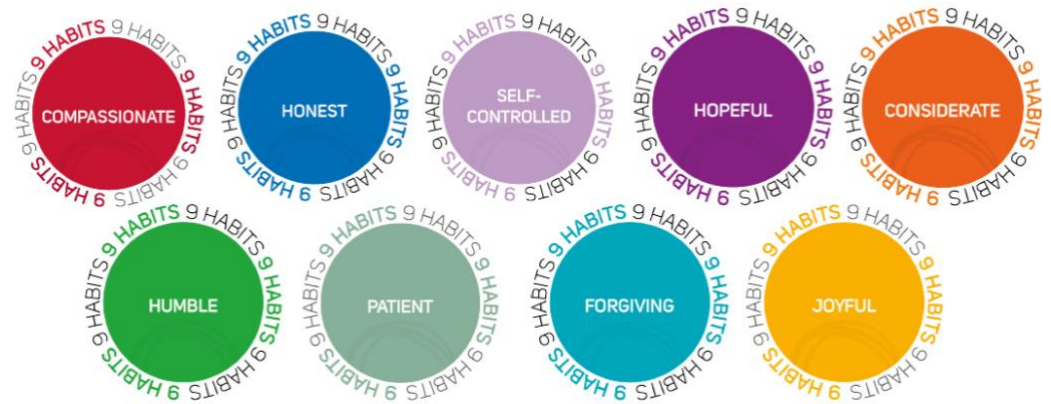
2.3 Oasis Culture, Ethos and Nine Habits

The way we do things is as important as what we do. This underpins everything we do including this scheme of delegation and is set for all academies by the Oasis Board.

Our ethos is rooted in what we believe and who we are. It is an expression of our character. Rooted in the Christ-centred story and beliefs of Oasis, we describe our ethos through a particular set of values that inform and provide the lens on everything we do.

- A passion to include
- A desire to treat people equally respecting differences
- A commitment to healthy, open relationships
- A deep sense of hope that things can change and be transformed
- A sense of perseverance to keep going for the long haul

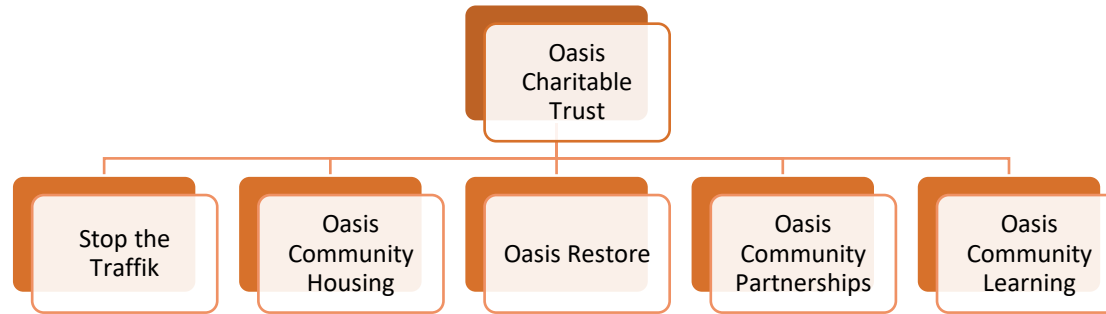
To help us in this process of personal growth and development we have the Oasis 9 Habits. It is our bespoke and unique approach to character development. We know that by living the way of the habits, the Oasis ethos behaviours we aspire to will become second nature to us. We also believe that this process of continually developing our character and being transformed to become the best version of ourselves is really important for every student and staff member alike. Therefore, we actively promote and practice the Oasis 9 Habits which are an invitation to a way of life characterised by being compassionate, patient, humble, joyful, honest, hopeful, considerate, forgiving and self-controlled. We understand that developing a values-based culture is fundamental to ensuring that OCL operates with regularity and propriety. We use the 9 Habits to shape everything we do and, as such, they sit at the heart of the guiding principles of our policy and control framework.





2.4 The Oasis Family

Oasis Community Learning is a proud member of the wider Oasis group of charities and social enterprises. Working with and within some of the most vulnerable local areas, Oasis's shared vision is for community. A place where everyone is included, contributing, and reaching their God-given potential. The different subsidiaries that make up the Oasis family each operate separately but come together to provide a holistic model for community transformation through the Oasis Hub Model.





2.4.1 The Oasis Hub Model

The Oasis Hub model creates an integrated, interdependent, and whole-community approach to local transformation. We know that great schools are only sustainable within happy and healthy communities. In order to tackle the root causes of disadvantage we seek to ensure that school improvement and community development go hand in hand. In this way, the improvement is likely to be deeper, mutually supporting and long lasting.

Our Academies are therefore just one part of Oasis 'Hubs', which provide wide-ranging and integrated services designed to meet the needs of local people. Our shared aim is to work with and alongside disadvantaged children, young people, whole families, and members of the wider community, empowering them to transform their neighbourhoods into places that are safe, supportive, and full of opportunity. We want to see no one excluded or isolated, inclusive communities where every individual is supported to thrive and flourish.

2.4.2 Working together as a family of organisations

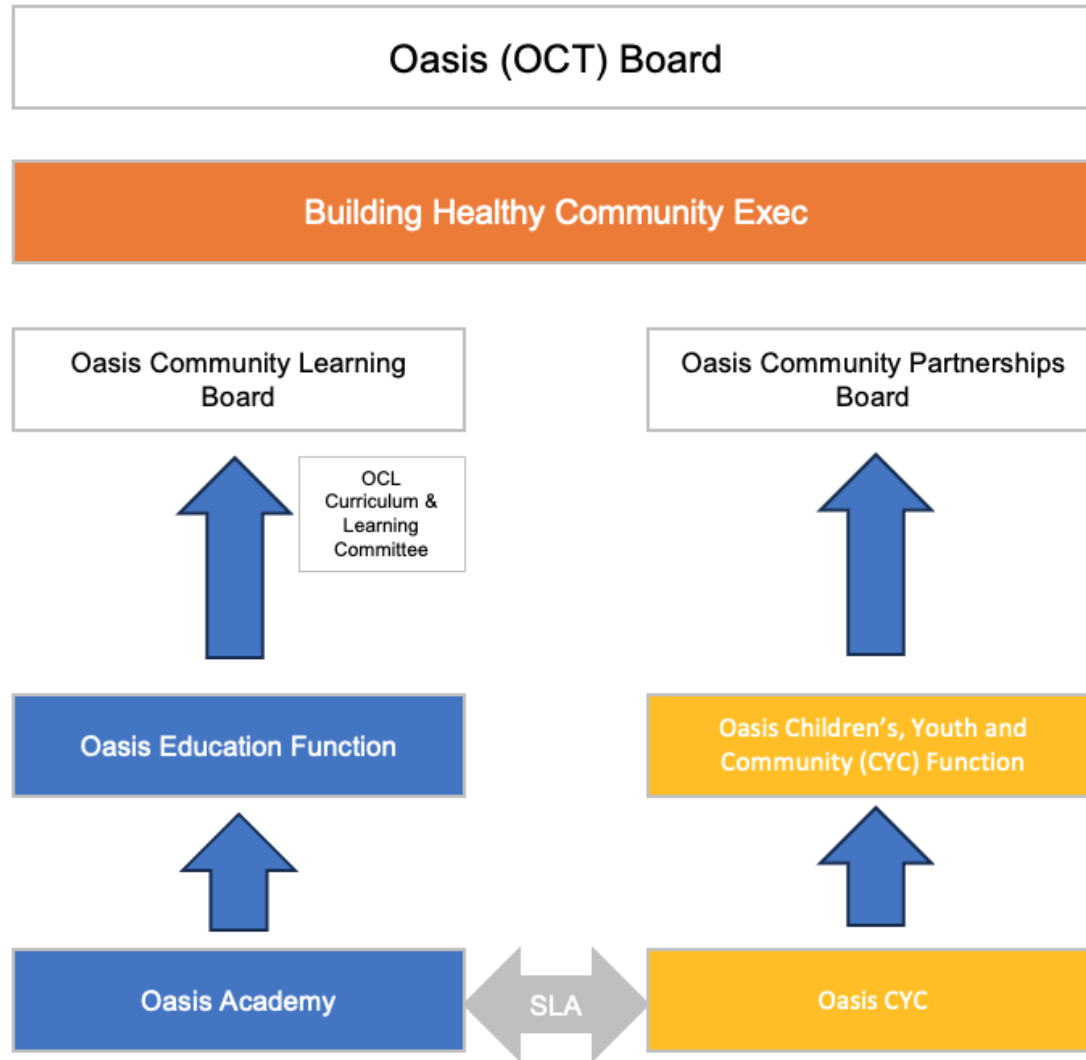
The different parts of the Oasis family work closely together towards our shared vision for community – a place where everyone is included, making a contribution and reaching their God-given potential. Where working together, our relationships are governed by a Service Level Agreement.

The Service Level Agreements provide clarity around OCL expenditure, to demonstrate financial regularity and articulate that OCL expenditure is spent in line with OCL objects, and the parameters of the Master Funding Agreement. Where OCL services are provided to other parts of the Oasis family, they are recharged at cost back to the commissioning subsidiary.





2 General Information



Service Level Agreement (SLA)

- **Design** – SLA designed on an annual basis by the Principal and Hub Leader, and in line with the priorities of the Building Healthy Communities Exec. Sign off by the OCL Regional Director and the OCP National Director.
- **Delivery, management and staffing** – SLA delivered and managed by the Children's youth and community function. Staff delivery the SLA employed by OCP.
- **Local monitoring** – SLA performance and impact monitored by Principal and Hub Leader (quarterly – in line with normal OCP reporting).
- **National reporting** – SLA performance and impact reported to the OCL Curriculum & Learning Committee and the normal channels to the OCP Board (quarterly).
- **Dispute** – Any dispute reconciled through the Building Healthy Communities Exec.
- **Expenditure and regularity** – SLA delivered 'at-cost' and in-line with the stipulations of OCL MFA and Articles.



2.5 Oasis Community Learning's Curriculum Statement of Intent

The Oasis Community Learning Curriculum Statement of Intent sets out our aspirations for both Primary and Secondary aged children and young people. It captures the essence of what we strive to achieve as part of Oasis and applies to all of our children and young people in all phases, in all of our academies.

The statement of intent is based on cutting edge educational research into the science of learning (including how memory works) trauma responsive practice and character development.

The statement of intent also aims to develop active citizens who have a strong understanding of the world around them and a desire and drive to positively impact their academy, local, national and global community.

The Oasis Community Learning Curriculum Statement of Intent is available [here](#)

2.6 The Trust Self-Evaluation, the One Plan, Service Portals and the Service Catalogue

The Trust Self-Evaluation and the One Plan are two key documents that direct and inform the forward movement of the Trust's education and organisational development. These documents are informed by a clear analysis of the needs of the Trust and the professional governance and audit of Trust working and ensure we approach any action in line with our ethos, values and remit of disadvantaged and community working.

- The Self Evaluation Form (SEF) identifies the position of the Trust at a set point in time in terms of educational context and performance.
- The One Plan identifies what we are doing to actively respond to Academy, Trust, educational and organisational needs and priorities.

The OasisZone portals are a key source of governance, educational and operational information. The portals provide access to our policies as well as a range of educational content such as curriculum resources, best practice, training and development. Additionally, they outline the services available to Oasis academies and detail the responsibilities that exist between our Principals and the service delivery teams. They include key contact information, the process for escalating an issue and, in cases such as data protection and health and safety, serve as a collaboration point for academies to access resources and ask questions. Leaders should familiarise themselves with the OasisZone policy portal, The National Education portal and the National Service portals.

2.7 Oasis Community Learning Board and its Trustees

OCL is a multi-Academy sponsor; and it is legally responsible for 52 Oasis Academies. OCL is a subsidiary of Oasis Charitable Trust and as such Trustees are appointed by Oasis Charitable Trust's independent Nominations Committee. The term of office for any Board Director is 4 years and thereafter they may be re-appointed. The make-up of the Board includes experienced professionals in HR, finance, and education. New Trustees are recruited via a robust external process and are expected to be able to bring a track record of highly effective governance with them. We aim for our Board to be diverse and reflective of the communities we serve. On appointment Trustees are provided with a comprehensive induction package and the Board as a whole undergo an annual cycle of training. The Board performs a self-evaluation annually along with an external review of its governance at appropriate intervals. The Chair & Vice Chair of the OCL Board are appointed annually. The Board have appointed a Governance Professional to support their operations. Our Trustees operate in line with our 9 habits and the Oasis Ethos, Visions & Values, while adhering to the 7 Nolan Principles of Public Life. They also fulfil their directors' duties by acting in good faith, promoting the organisation's success, and avoiding conflicts of interest. Meet the Board by clicking [here](#).



2.7.1 Oasis Community Learning Board Committees

2 General Information

Name	Link Role	Finance Committee	Audit & Risk Committee	Curriculum and Learning Committee	People and Remuneration Committee	Growth Committee	Complex Projects Committee
Caroline Taylor, OBE	Chair	The Chair of the Board will attend one meeting of each committee annually. It is proposed that this falls in the following ways: 1) Finance Committee – July – For Budget Sign Off 2) A&R Committee – December – For Accounts Sign Off 3) Curriculum & Learning Committee – October – For Results Data 4) People & Remuneration Committee – December - to ratify with any changes to CEO Salary				Chair	Chair
Andrew Simmonds	Vice Chair of the Board H&S Link Trustee Whistleblowing Link Trustee	Committee Member	Chair			Committee Member	Committee Member
Ann Holt, OBE				Committee Member	Committee Member		
Andrew Blundell, MBE				Chair	Committee Member	Committee Member	
Craig Dean	Careers Link			Committee Member	Committee Member	Committee Member	
Dave Rasmussen							
Stan Chan		Chair	Committee Member				Committee Member
Julian Scholefield	SEND Link	Committee Member		Committee Member (Vice Chair)			
Dr Gordon Carver							
Rachel Arthur	Safeguarding Link			Committee Member			
Dr Grace Healy		Committee Member		Committee Member			
Christabel Fearon							Committee Member
Dr Yvette Hutchinson			Committee Member	Committee Member			
Jayne Keller		Committee Member		Committee Member			
Rob Allen			Committee Member (Vice Chair)		Committee Member		



Vacant Roles:

- Chair of the People & Remuneration Committee

n.b. Specific 'Link' Trustee roles and responsibilities are governed by committees through their regular agenda items. If a named Trustee is required and no other Trustee is available, the Chair of the relevant committee assumes this responsibility.

The technical and legal complexities of governing an Education Organisation are ever increasing and therefore, the OCL Board and its subcommittees may at times choose to introduce advisors with specific areas of expertise, for a time limited period, to support permanent Board members and Chairs in the provision of effective governance. The advisory roles will always be appointed via the main board and will take their lead from the Chair of the Board or from the subcommittee they are supporting. At present we have two such advisors: -

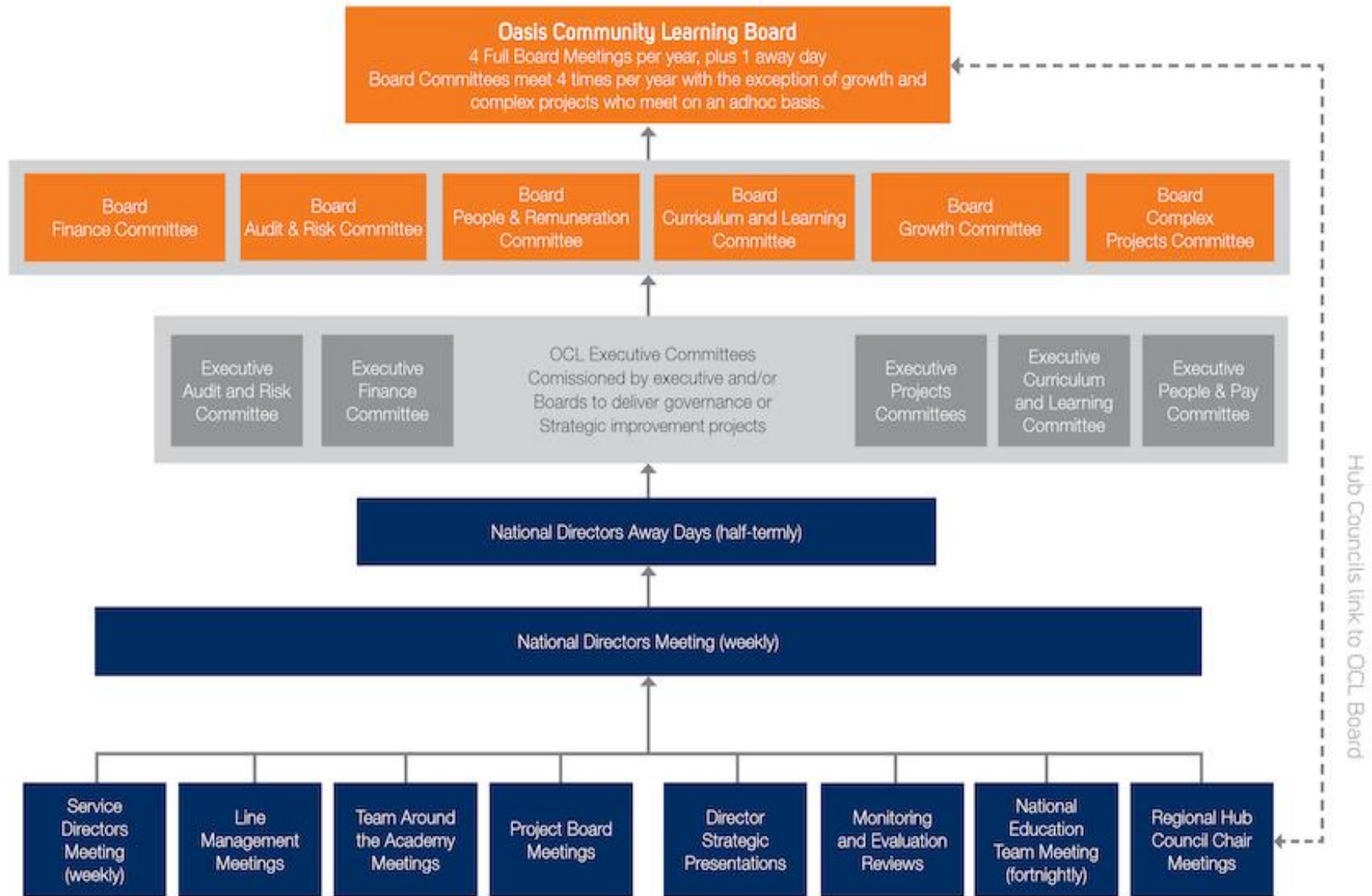
- Graham Mungeam OBE advises the Board, the Board A&R Committee and the Board Finance.
- Ali Layne-Smith advises the Board and the Board People Committee
- Members of the Executive Team are invited to be in attendance at the request of the Board.

2.7.2 Trustee Sponsored Visits & RD Link Roles

Phase	Region	Board Member	Regional Director
Primary	LSE	Andy Blundell	Adam Browne
Secondary	LSE NTH & Central	Christabel Fearon	Tom Raymond
Secondary	LSE Croydon & Kent	Andy Simmonds	Anthony Williams
Primary	Midlands	Stan Chan & Yvette Hutchinson	Herminder Channa
Primary	South West	Gordon Carver	Clare Robinson
Secondary	South Coast	Ann Holt	Vacant
Secondary	South West	Jayne Keller	Peter Knight
Primary	North West	Rachel Arthur	Emma Johnson
Primary	North East	Craig Dean	Emma Merva
Secondary	North West	Julian Scholefield	Louisa Morris
Secondary	North East	Grace Healy & Rob Allen	Heidi Stennett

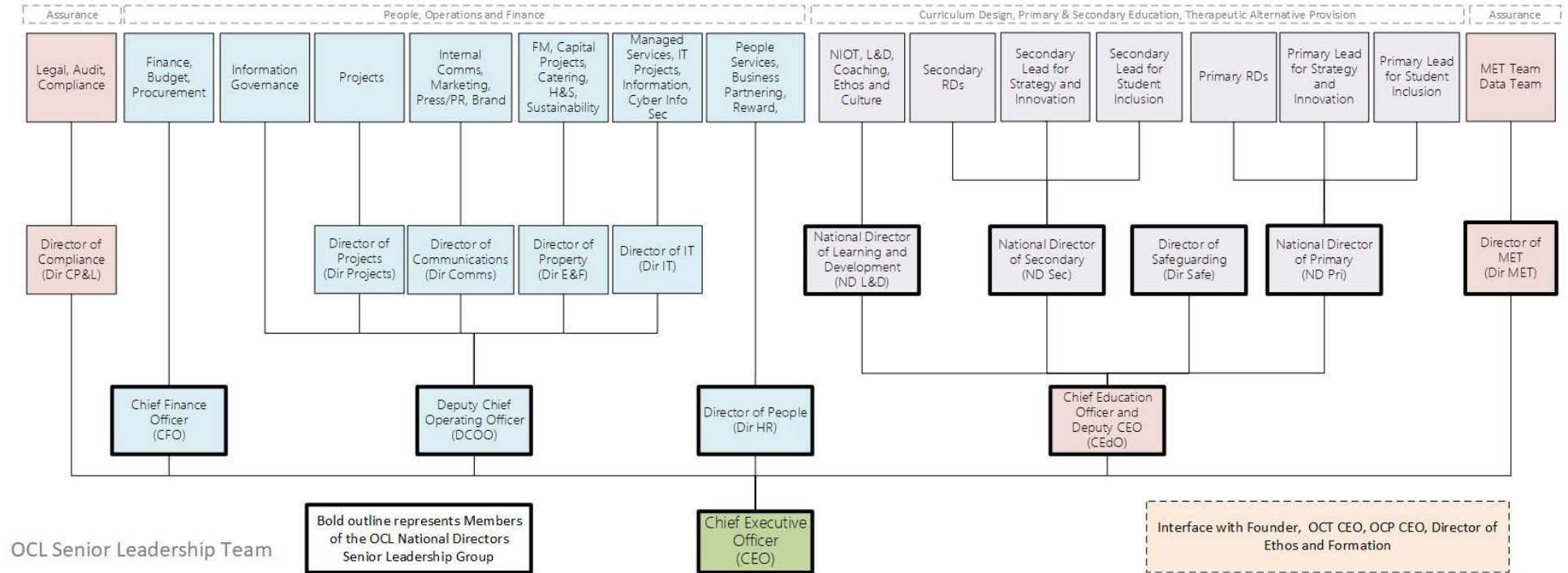


2 General Information





2.8 Oasis Community Learning Leadership Structure





2.9 Oasis Community Learning Governance

Each Academy is ultimately governed by the OCL Board. OCL shall have regard to (but for the avoidance of doubt shall not be bound by) any guidance as to the governance of the Academies that the Secretary of State may publish. Each Academy is part of a Hub and, therefore, is represented and supported by the Hub Council. Oasis believes that the role of the Hub Council is a vital one because it is essential that people in a local community have the opportunity to discuss, reflect and become actively involved in supporting education in their community. They will do this by making links in their local community, building partnerships, considering the wider context of the pupils and families in the Academy and practically responding to the support requested from Principals. The key principle of OCL's Governance is that it operates through Regional Directors via their executive leadership, whilst the Hub Council as a local body provides feedback and community context and information to ensure that we act according to our ethos and represent the needs of our students, their parents and the communities we serve. Hub Councillors do not provide statutory governance and have no statutory responsibility. Hub Councils add richness, extra capacity to aid the forward movement of the Academy and inform Governance and Leadership of community context. They hold the Academy true to the Oasis values and ethos.

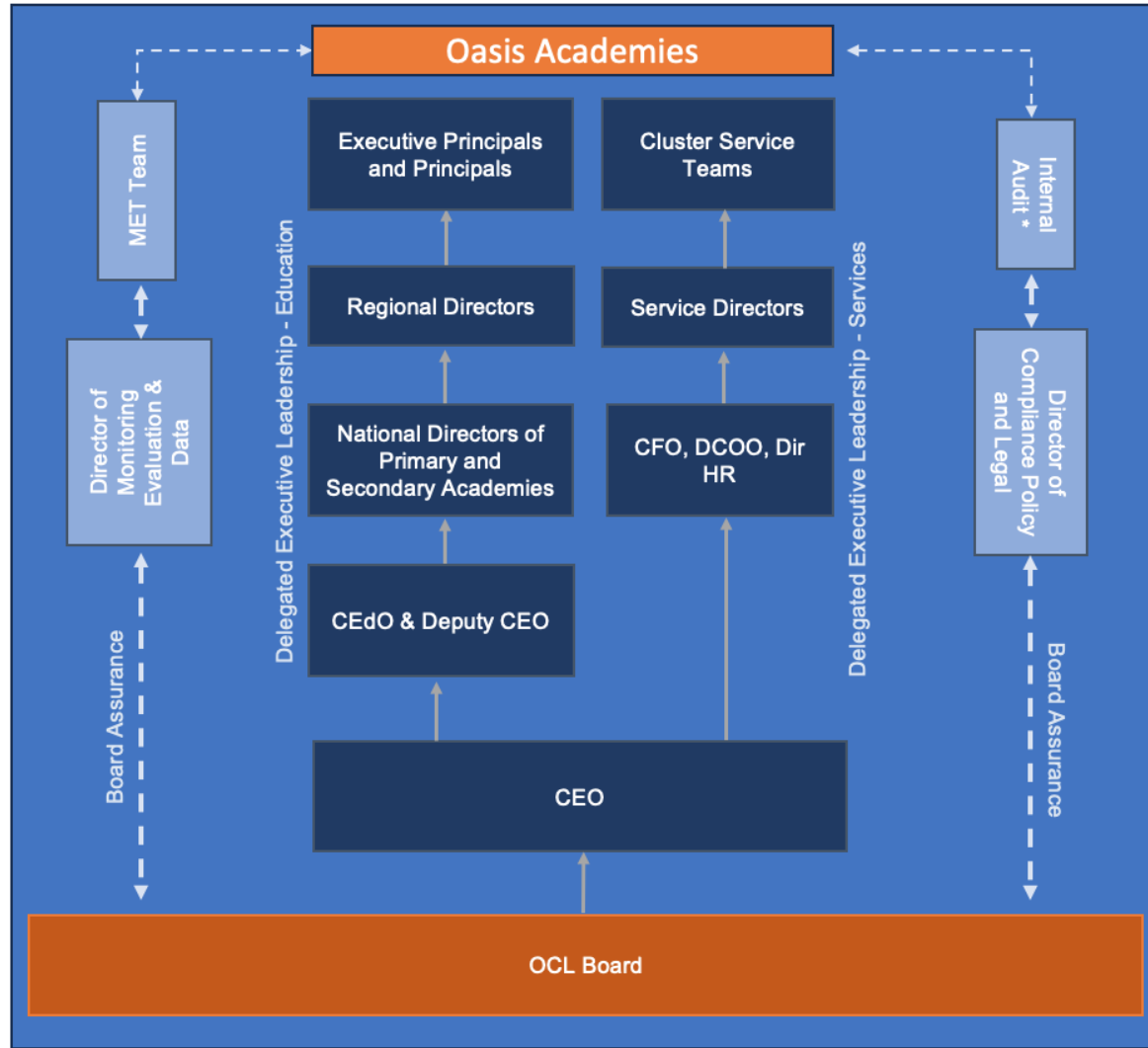
The diagram below shows how our model of governance and delegated executive leadership works in practice:



2 General Information

Hub Councils
focus on our academy & community work.
They have no statutory governance function. They Provide:
Local insight and knowledge to help shape priorities.
Provide practical support to all Oasis work in the area
Capture wider community voice

- Governance
- Executive Leadership
- Assurance
- Community Link



* The Internal Audit function will undertake audits of the organisation with a focus on both financial & non-financial controls. Areas of audit include Oasis Academies and National Service Functions through agreement with the Audit & Risk Committee and to provide assurance to the OCL Board.



2.10 Purpose and typical composition of Hub Councils

We aim to empower people to bring about lasting change in their communities and Hub Councils are open to anyone who is committed to seeing the Oasis vision become a reality in communities they have a genuine heart for. Hub Councils are participatory, giving people support and opportunity to shape their communities and influence the local Oasis movement. Members include parents, members of the wider community and key local stakeholders. Hub councils are not a formal part of OCL's Governance, and do not hold any statutory governance function, however they do act as an important part of ensuring that our Academies understand the local community context, growing community work to support young people and their families in the community that they are operating in, as well as providing a mechanism for the local community to support their Academy.

Type of Member	Number	Term of Office
Chair	1	3 Years
Parents	A minimum of two places for parents are reserved	3 Years
Community Members	Up to 6	3 Years

Each Hub Council will normally have 4-6 members, depending on the size of Hub. This may rise to 10+, where a Hub includes more than one Academy. There are two reserved spaces for parents on each Hub Council. Where a Hub includes more than one Academy, this number will rise with each Academy having a minimum of one reserved space for a parent, i.e. a Hub with three Academies, would have three reserved spaces for parents. In addition, **the Regional Director, the Principal and Hub Leader or Community Project Worker** (where there is one) **will be in attendance at meetings**. Terms of office for Hub Council members last for three years, at which point terms of office can be renewed.

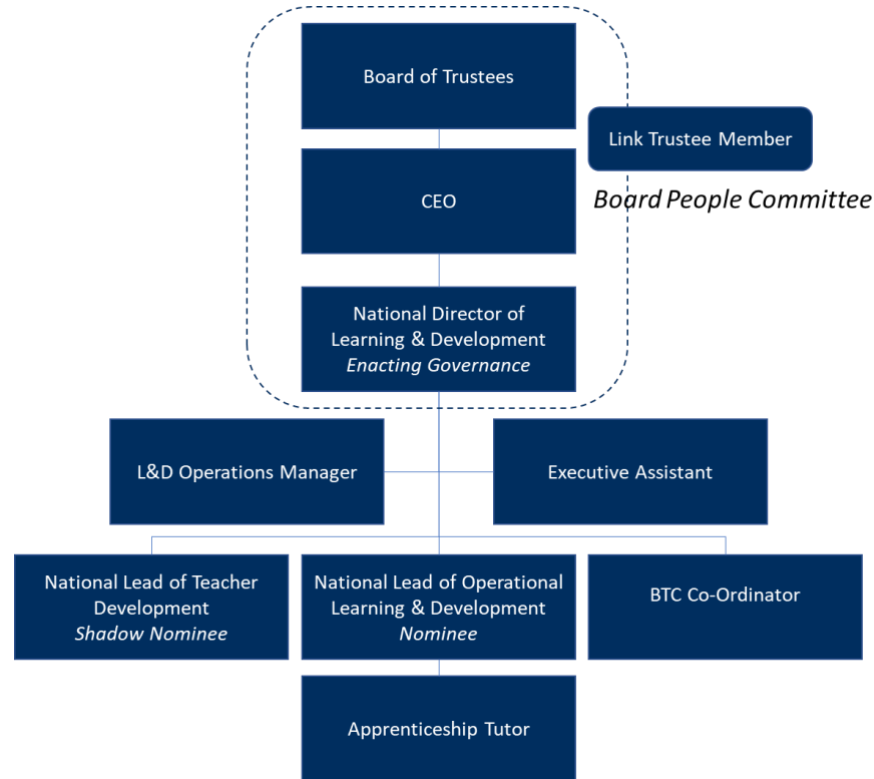
2.10.1 Hub Council Chairs' Meeting

Hub Council Chairs' meetings will take place every term. The purpose of these meetings is to involve Hub Council Chairs in consultation with regards to key documents and policies etc within Oasis, provide relevant training to the role, and share best practice.



2.11 Oasis Apprenticeships

OCL is an accredited apprenticeship provider. The governance of this programme is set out in the diagram below:



The National Director for Learning & Development reports directly to the People Committee and to the nominated link Board Trustee. The committee provides challenge and support on the identified strengths and weaknesses against the framework themes as well as the progress of learners, retention rates, destination points and ensuring statutory responsibilities.



3 Education

3.1 National Education Cycle of Improvement: Roles and Responsibilities

Oasis Community Learning has an established cycle of academy improvement. The two National Directors, through Regional Directors, the Strategy and Innovation Team and National Leads for Student Inclusion, have responsibility for the oversight of primary and secondary school improvement.

In addition to their regional leadership responsibility, many Regional Directors will have a range of national responsibilities.

All academies follow the 'Academy Improvement Model' and support is allocated based on need. Half-termly 'challenge and support meetings' are held for academies causing greatest concern. These ensure that the wider trust is fully engaged in academy improvement.

The Monitoring and Evaluation Team provide an objective review of strengths and areas for development at least twice a year.

3.2 Education Executive Leadership

3.2.1 Chief Education Officer and Deputy CEO

The OCL Chief Education Officer and Deputy CEO (CEdO) is accountable to the CEO and has responsibility for shaping/ championing the distinctive educational purpose of Oasis. In doing so, they will be responsible for the delivery of high-quality broad and inclusive educational outcomes for students through the delivery of quality curricula, teaching, qualifications, and destinations pathways. The CEO and CEdO will therefore form a close partnership as they lead the organisation. The CEdO will lead the education team within OCL, who are responsible for enacting the educational vision of Oasis and delivering school improvement across all Oasis academies. The role will deputise for the CEO at times and will be part of the Oasis UK Leadership Team. In particular, the CEdO has the following responsibilities and accountabilities:

- Strategic educational leadership
- Ensuring high-quality, holistic education
- Educational design
- Communications, external engagement, and strategic leadership in the education sector
- Education team leadership
- Board accountability, and engagement with regulators

3.2.2 National Directors of Primary and Secondary Education

The role of the National Directors of Primary and Secondary is to:

- To champion and promote the mission and purpose of OCL, the Oasis ethos and the 9 Habits
- To line manage the Regional Directors for the phase
- To play a lead role in the Trust senior leadership team and work closely with other senior leaders across the Trust
- To liaise with external agencies including the DfE as required
- To be accountable and responsible for Ofsted outcomes and achievement across the phase
- To promote development and implementation of the Oasis curriculum, pedagogy, assessment and inclusion



- To line manage the phase leads for academy improvement and growth, strategy & innovation, and student inclusion
- To manage the budget for the phase National Lead Practitioners (NLPs).

3.2.3 Director of Monitoring, Evaluation and Data

The role of the Director of Monitoring, Evaluation and Data is to co-ordinate, develop, recruit and quality assure the work of the Trust's Monitoring and Evaluation Team (MET) and the team of data analysts. The MET is made up of independent consultants who are experienced educationalists, all of whom are, or have been, Ofsted inspectors. The Monitoring and Evaluation Team (MET) provides the trust board and trust leaders assurance about the performance of individual academies and the implementation and impact of Trust-wide strategies.

In addition, the MET provides academy leaders with key information on what is going well and priorities to further improve. Alongside this, the data team produces rich insight into internal and external assessments, attendance, and behaviour data. This provides a triangulated view of academy performance.

3.2.4 Director of Safeguarding

The Director of Safeguarding is responsible for the strategic leadership of safeguarding and wellbeing of children and vulnerable adults accessing services provided to ensure there is a culture that puts exemplary safeguarding of children and adults at the heart of all we do. The role of the Director of Safeguarding is to:

- Provide counsel to the CEo and CEO in relation to all matters of Safeguarding and Student Wellbeing, and Equality & Diversity.
- Develop, deliver and maintain the organisations safeguarding and wellbeing strategy ensuring all aspects of Keeping Children Safe in Education, E-safety and the new RHSE curriculum (DfE) are actioned.
- Ensure the implementation and the regular updating of organisation's policies and procedures for the safeguarding of children and vulnerable adults accessing services provided by OCL in line with statutory guidance
- Ensure that OCL accords with the local arrangements as outlined by Local Authority area Multi-Agency Safeguarding Boards.
- Strategically and operationally develop the Educational Visits process across OCL.
- Oversee the work of the DSL's in academies, ensuring regular training and to fulfil the requirements of annual safeguarding audits.
- Oversee the development of the OCL Educational Visits policies (including Global Visits) and procedures are reviewed, amended, and updated as necessary and in line with up-to-date statutory guidance.
- Oversee relationships within the branches of the Oasis Trust including Oasis Global, Oasis Housing, OCP and Oasis Health & Community Justice to establish a consistent approach to safeguarding for all our users.

3.2.5 Regional Directors

Regional Directors line-manage Academy Principals and Executive Principals. Regional Directors are responsible for ensuring that academy leaders are appropriately supported and challenged by the organisation to provide high-quality education and to comply with all statutory requirements. They provide support and guidance in such areas as school improvement, HR, finance and staffing (including succession planning), attendance, exclusions, local authority links, DfE links and any actions involving Ofsted, ESFA and outside agencies. The role of the RD is wide and varied, they are a critical aspect of ensuring academies that are compliant, well-led and effective across all areas. The RD works closely with the Academy to ensure effective community transformation.

The RD works regionally to enact governance locally on behalf of the OCL Board. This is achieved via regular challenge and review meetings with the Principal and academy staff to ensure that academies are acting in line with our vision and ethos.

3.2.6 National Leads for Strategy & Innovation

Our National Leads for Strategy & Innovation line manage our National Lead Practitioner (NLP) team. The NLPs are responsible for the development, upkeep



and promotion of the Oasis secondary and primary curricula to ensure that students in all phases are provided with a world-class curriculum reflecting the Oasis ethos. They work closely with academy leaders and the RDs in developing trust approaches to the curriculum, assessment and pedagogy in order to improve outcomes for students and reduce variability in the quality of provision across the trust. A key part of the Lead's role is developing Trust wide CPD and they are accountable for ensuring that technology, including Horizons, permeates throughout our approach to our curriculum and our science of learning.

3.2.7 National Leads for Student Inclusion

The National Leads for Student Inclusion are accountable for developing and implementing OCL's approaches to inclusion. This includes SEND provision, behaviour management, the Trust disadvantaged strategy, reducing inequality between groups of students, supporting transition between phases of education, promoting best practice for academies in their work with carers and families, reducing exclusions, improving student attendance and allied development work.

3.3 Education Delegated Authority

	Delegated Duty	P Perform	A Accountable	C Control	S Suggest	I Inform	Comments
3.3.1 Admissions							
3.3.1.1	Use of OCL admissions form	Academy admin team	Principal	RD	Comms team, RD (Ad)		
3.3.1.2	Consult over proposed changes to admission criteria	Academy admin team	Principal	RD	Comms team, RD (Ad)	Parents/Carers, Local Authority	
3.3.1.3	Liaise with the Local Authority regularly over admissions (including in-year)	Academy admin team	Principal	RD	Comms team, RD (Ad)		
3.3.1.4	Ensuring that Numbers of role are maintained /maximised	Principal	Principal	RD	Comms team, RD (Ad), RFM	RFM	
3.3.2 Alternative provision							
3.3.2.1	Commissioning a new AP provider (DFE Registered)	Principal or delegated senior leader	Principal	RD, Dir Safe	Safeguarding team		Use of the commissioning proforma is mandatory. It can be found here ;
3.3.2.2	Commissioning a new AP provider (Not DFE Registered)	Principal or delegated senior leader	RD	Dir Safe	Safeguarding team		Use of the commissioning proforma is mandatory. It can be found here .
3.3.2.3	Secure suitable AP for a named pupil	Principal or delegated senior leader	Principal	RD	Safeguarding team and NL IN	Family of student	Use of the AP needs assessment process is mandatory.
3.3.2.4	Maintaining regular contact with the AP and adhere to all DfE and OCL AP policy and guidance	Principal or delegated senior leader	Principal	RD	Safeguarding team and NL IN	Family of student	Daily attendance and welfare checks; weekly progress and behaviour updates
3.3.3 Assessment							
3.3.3.1	Ensuring pupils are fully prepared, entered (in good time) and take statutory assessments	Principal	Principal	RD	NET, S&I Team		



	Delegated Duty	P Perform	A Accountable	C Control	S Suggest	I Inform	Comments
3.3.3.2	Ensuring statutory test / exam data is shared with the LA, students and families as appropriate	Principal	Principal	RD	NET, S&I Team		
3.3.4 Attendance (Students)							
3.3.4.1	Ensuring that attendance strategies are in line with DfE guidance and OCL policy and best practice	Principal	Principal	RD	RD (At), Attendance hub leads		
3.3.4.2	Ensuring that attendance is at least in line with the national average	Principal	Principal	RD	RD (At), Attendance hub leads		
3.3.5 Behaviour							
3.3.5.1	Ensuring pupils' behaviour enables them to receive an excellent education	Principal or delegated senior leader	Principal	RD	NL IN and NLPs		
3.3.5.2	Ensuring approaches to behaviour (including rewards and sanctions) are in line with OCL agreed policies	Principal or delegated senior leader	Principal	RD	NL IN and NLPs		
3.3.6 Critical incidents							
3.3.6.1	Ensuring appropriate recording of critical incidents	Principal	RD	Dir Safe	Safeguarding Team, Health & Safety team, Secretariat	CEO, CEEdO, ND Pri, ND Sec	Use of the on-line CIM reporting system on the OasisZone is mandatory.
3.3.6.2	Ensuring academy leaders review practice and risk assessment after each critical incident	Principal	RD	Dir Safe	Safeguarding Team, Health & Safety team, Secretariat	CEO, CEEdO, ND Pri, ND Sec	
3.3.6.3	Ensuring that families, pupils and staff are supported through grief	ALT	RD	Dir Safe	Director of Ethos and Formation, Secretariat	CEO, CEEdO, ND Pri, ND Sec	Please see grief and loss resources on the OasisZone. Training available for leaders
3.3.7 Curriculum							
3.3.7.1	Ensuring that Early Years Foundation Stage (EYFS) is delivered in line with statutory requirements	Principal	RD	ND Pri	S&I Team		
3.3.7.2	Ensuring that the Curriculum taught is in line with the National Curriculum	Teachers / Subject Leaders	Principal	RD	S&I Team		
3.3.7.3	Ensuring that subject leaders have action plans in line with the academy development plan	Principal	Principal	RD	S&I Team, L&D Team		
3.3.7.4	Ensuring that subject Leaders are given time within the 1265 to undertake their roles	Principal	Principal	RD	S&I Team, L&D Team		



	Delegated Duty	P Perform	A Accountable	C Control	S Suggest	I Inform	Comments
3.3.7.5	Ensuring that the Academy website correctly reflects and celebrates the taught curriculum	Admin team	Principal	RD	S&I Team and Comms Team		
3.3.7.6	Ensuring that Careers Guidance is delivered in line with statutory requirements	Principal	RD (Car)	CEdO	NET		
3.3.8 Designated funding strands (Pupil Premium (PP), sport and PE, etc)							
3.3.8.1	Ensuring that PP funding is appropriately targeted, and spending is in line with current DfE guidance	Principal	Principal	RD	NET, RFM		
3.3.8.2	Ensuring that the PP strategy document is completed annually	Principal	Principal	RD	NET		
3.3.8.3	Ensuring that the PP strategy document is published on the academy website	Principal	Principal	RD	NET, Comms Team		
3.3.8.4	Ensuring that Academy staff are aware of how PP funding is being spent	Principal	Principal	RD	NET, RFM	Academy Staff	
3.3.8.5	Ensuring the impact of PP funding on children's education	Principal	Principal	RD	NET, RFM		
3.3.9 Data/Census							
3.3.9.1	Ensuring that DfE have accurate data	Academy admin team	Principal	RD	RD and OCL data team		
3.3.9.2	Final Census is submitted to OCL via Education Data Portal, accurate and on time	Operations manager	Principal	RD	OCL data team and OCL information team		
3.3.10 Ethos							
3.3.10.1	Ensuring that the Oasis ethos and 9 habits are embedded into the culture of the academy	All adults and children	Principal	RD	Director of Ethos and Formation	Staff, families, children	
3.3.10.2	Ensuring that the Oasis ethos and 9 habits are woven into the academy curriculum	Teaching staff	Principal	RD	Director of Ethos and Formation	Staff, families, children	
3.3.11 Exclusions and Suspensions							
3.3.11.1	Ensuring that the academy culture is inclusive, and suspensions and exclusions are used as a last resort	Academy senior leader	Principal	RD	NL IN, RD (Se)		
3.3.11.2	Children with additional needs are given the support they need, in a graduated fashion, to avoid suspensions or exclusions	SENCO / Inclusion lead	Principal	RD	NL IN, RD (Se)		
3.3.11.3	Suspension of a child/ young person	Principal	Principal		RD		
3.3.11.4	Permanent Exclusion (PEX) of a child / young person	Principal	Principal		RD		
3.3.11.5	Ensuring that exclusion panel paperwork is on time and comprehensive in line with the OCL policy	Principal	Principal	RD	RD (Se)		



	Delegated Duty	P Perform	A Accountable	C Control	S Suggest	I Inform	Comments
3.3.11.5	Ensuring that the exclusion panel and any IRP meets within statutory timeframes	Clerking Company appointed by OCL	RD (Se)		ND Pri, ND Sec		
3.3.12 Holidays/academy closures							
3.3.12.1	Agree and publish the academy term time details	Principal	Principal	CEdO	RD		
3.3.12.2	Agree and publish the academy's annual time budget	Principal	Principal	RD	ND L&D; Dir HR, PDBP	Trade unions; staff	
3.3.12.3	Decision to close academy, e.g. due to extreme weather	RD	CEO	CEdO	P&E HFM SS	Staff; parents/carers; local authority; school transport	Principals must seek authorisation from a RD prior to closing a school. The RD must inform the CEO and CEdO of the intention to close the academy before it is announced
3.3.13 INSET days							
3.3.13.1	The agreed number of Trust and academy INSET days is adhered to	Principal	Principal	CEO	L&D team	Staff and families	
3.3.13.2	INSET day content reflect the LOP and needs to the academy	Principal	Principal	RD	L&D team	Staff	
3.3.14 Inspections							
3.3.14.1	Ensuring that the required documents are fully in place (as set out in the School Inspection Handbook)	ALT	Principal	RD	NET	All staff	
3.3.14.2	Ensuring that Pupils, teachers and leaders are fully prepared for inspection	ALT	Principal	RD	NET	Pupils, teachers, leaders	
3.3.15 Part-time timetables							
3.3.15.1	Ensuring that Part time timetables are only used as a last resort.	ALT	Principal	RD	data team	NL IN / Dir Safe	Part-time timetables are not to be used in relation to managing behaviour.
3.3.15.2	Ensuring that Part time timetables have regular review dates and an end date	ALT	Principal	RD	data team	NL IN / Dir Safe	Review meetings are documented.
3.3.15.2	Leaders ensure that the child is marked as part time on Bromcom	Academy Admin team	Principal	RD	data team, Information Team	NL IN / Dir Safe	
3.3.16 Quality of teaching							
3.3.16.1	Ensuring that all teaching is at least consistently good so that pupils in all year groups make effective progress	ALT	Principal	RD	S&I Team		



	Delegated Duty	P Perform	A Accountable	C Control	S Suggest	I Inform	Comments
3.3.17 Relationships and sex education							
3.3.17.1	Ensuring that an academy policy on RSE is in place on the academy website	RSE lead	Principal	RD	S&I Team, Inc Team and Safeguarding Team		
3.3.17.2	Ensuring that RSE is fully embedded into the academy curriculum	RSE lead	Principal	RD	S&I Team		
3.3.17.3	Ensuring that Parents and carers are consulted on changes to the RSE curriculum	RSE lead	Principal	RD	S&I Team, Inc Team and Safeguarding Team		
3.3.18 Safeguarding and Mental Health							
3.3.18.1	Setting Safeguarding Policy including Safeguarding and Child Protection, PREVENT, Looked After Children, Safer Recruitment	Dir Safe	Board		National & local Safeguarding team, CEo	All staff	
3.3.18.2	Ensuring that the DSL is on academy leadership team.	Principal	RD	CEo			
3.3.18.3	Ensuring that DSL training is renewed every 2 years	DSL	Principal	RD	National & local Safeguarding team		
3.3.18.4	Ensuring that Staff have regular CPD and follow the current KCSIE	DSL	Principal	RD	National & local Safeguarding team	All staff	
3.3.18.5	Ensuring that a culture of effective safeguarding exists across the academy	DSL	Principal	RD	Local safeguarding team		
3.3.18.6	Ensuring that the mental health needs of staff and pupils are assessed and met	SMHL, all staff	Principal	RD	National Mental Health Team	All staff and children	
3.3.18.7	Ensuring the overall accuracy of information in the single central record	Principal	RD	Dir Safe	Dir HR		
3.3.18.8	Maintaining the accuracy of data in the Single Central Record (Individual Academy)	Academy Ops Managers	Principal	Dir Safe	PDBP, Dir HR		
3.3.18.9	Maintaining the accuracy of data in the Single Central Record (National)	PD Ops Team	DoS, DoE	Dir Safe	PDBP, Dir HR		
3.3.19 Special educational needs and/or disabilities (SEND)							
3.3.19.1	Ensuring that the named SENCO has or is in the process of completing the SENCO qualification	SENCO	Principal	RD	NL IN	SEND team	
3.3.19.2	Ensuring that the SENCO is a member of the academy leadership team	Principal	Principal	RD			
3.3.19.3	Ensuring that all statutory duties for SEND pupils and their families are adhered to	SENCO	Principal	RD	NL IN		
3.3.19.4	Ensuring Pupil and family voice is actively sought and regularly responded to	SENCO	Principal	RD	NL IN	ALT	



	Delegated Duty	P Perform	A Accountable	C Control	S Suggest	I Inform	Comments
3.3.19.5	Ensuring that SEND data is in line with non-SEND including progress, attendance and behaviour.	SENCO	Principal	RD	NL IN, Data Team	SENCO, support staff, ALT	
3.3.19.6	Ensuring that the Oasis Entitlement is available to all students including those with SEND	Principal	Principal	RD	SENCO		
3.3.20 Looked after Children							
3.3.20.1	Ensuring that Looked after Children are properly Supported	Designated Teacher	Principal	RD	National & local Safeguarding team		
3.3.21 Trips and visits							
3.3.21.1	Development and maintenance of the Trips and visits Policy	Dir Safe	Dir Safe	ND Pri, ND Sec			
3.3.21.2	Ensuring risk assessments are in place for all visits	Trip leader	Principal	RD	EVC lead	All trip leaders	
3.3.21.3	Ensuring that 'Evolve' is used to request authorisation for residential and trips abroad at the initial planning stage	Trip leader	Principal	RD	EVC lead		
3.3.21.4	Ensuring that EVC training is renewed every 3 years	EVC lead	Principal	RD			
3.3.21.5	Ensuring that a member of staff leading the trip has visited the trip venue in advance of the proposed trip	Trip leader	Principal	RD	EVC lead		
3.3.21.6	Ensuring that Children are kept safe and cared for while away from the academy on a trip or visit	Trip leader	Principal	RD	EVC lead, Local safeguarding team		
3.3.22 Uniform							
3.3.22.1	Ensuring that a clear localised uniform, policy is in place following the OCL uniform policy	ALT	Principal	RD	NET		
3.3.22.2	Ensuring that children consistently wear the academy uniform with pride	All Staff	Principal	RD	NET		
3.3.23 Academy Website							
3.3.23	Ensuring that the Academy website is fully in line with the DfE requirements	Academy website lead	Principal	RD	NET, Comms team	Staff	
3.3.23	Ensuring that the Academy website is up to date, accessible and promotes the successes and individuality of the academy	Academy website lead	Principal	RD	NET, Comms team	Staff, families, leaders	



4 Finance

4.1 Strategic Financial Management

As a family of Academies, our financial strategy seeks to make the best use of the resources at our disposal using the following core principles:

- Consistent entitlement – every child or young person should have a consistent entitlement to financial resource in line with their own unique needs regardless of which Academy they attend.
- Efficiency – Academy Principals, Regional Directors, and National Directors of Service must demonstrably manage the resources under their control as efficiently as possible.
- Integration and Collaboration – our aim is to ensure as much resource as possible is directed to the needs of the individual student. Whilst this involves focussing on efficiency it also means working together in clusters, regions and nationally to support and share resource as best possible. Our commitment to integration includes developing healthy strong professional relationships in a local context.
- A shared Commitment to Sustainability – the ongoing health of the organisation is based on operating within our income levels over the business cycle. Leadership at all levels, national, regional and within every Academy must be demonstrably committed to this end.

The outworking of this strategy means:

- We monitor key KPIs such as Pupil Teacher Ratios (PTR), Pupil Adult Ratios (PAR), average levels of pay and Student numbers vs Academy capacity.
- We have a division of budget responsibility between nationally employed staff (delivering services, Trust leadership and governance) and Academy Principals who manage the bulk of our income in delivering front line education. Both groups are charged with ensuring they deliver value for money through adopting efficient structures, collaborating, and continually challenging themselves to improve the impact and cost of the work they do for our students.
- The total grant income from central government is split, with the vast majority forming the budget for day to day running of our Academies and the rest being allocated to the delivery of services and national governance.

4.2 Procurement Thresholds

OCL is responsible for the use of a substantial amount of public funds. As such we have an obligation to ensure that best value for money is always achieved. **The National Procurement Manager must be consulted on all expenditure over £25,000.** Evidence of the procurement process undertaken prior to the raising of a purchase order must be retained. The procurement process required is dependent on the value and is set out in the table below:

Estimated Value (excluding VAT)	OCL Minimum Requirements*
Up to £500	Estimated price only
£500 - £10,000	1 Quotation or Single Source Agreement (SSA)
£10,000 - £75,000	3 Quotations or SSA (> £25,000 refer to National Procurement Manager)
£75,000 - £213,477 (inc VAT)	3 Quotations as part of formal ITT process or SSA (signed by CFO)
£214,904 (inc VAT) +	A Public Contracts Regulation (PCR) compliant process (including the option to make use of a compliant framework). You must consult with the National Procurement Manager before any process is initiated. Please note the UK threshold for Works is currently £5,372,609 (inc. VAT).

* A process associated with a higher value threshold can be used in place of a lower value process.



4.3 Budget Setting

Every year a finance timetable is constructed detailing the phases of budget (and three-year plan) preparation including:

- An initial draft looks at next year's budget in October/November designed to identify any future strategic challenges.
- This is followed by a detailed update in April/May once we have had formal confirmation of income from the ESFA. These budgets are internally signed off by the CFO, the Accounting Officer, and Regional Directors prior to gaining Board approval. This budget is consolidated in May in order for us to meet the ESFA's submission deadline.

We are required by the ESFA to submit an overall balanced budget.

4.3.1 Budget Setting Delegated Authority

	Delegated Duty	Value / department	P Perform	A Accountable	C Control	S Suggest	I Inform	Comments
4.3.1 BUDGET								
4.3.1.1	Budget setting	Academies	ALT/ finance team	CFO	CEO	DFC/ RFM	RD	
		National	DoS, DoE	CFO	CEO	DFC/ NFM	DCOO	
4.3.1.2	Budget approval	All	CFO	BFC	CEO			
4.3.1.3	Approval of virements between cost centres within an approved budget	<£25k (Academies)	Budget Holder	RD	ND	RFM		
		<£25k (National)	Budget Holder	DoS, DoE	DCOO	NFM		
		<£50k (Academies)	RD	ND	CFO	FC, DFC		
		<£50k (National)	DoS, DoE	CEO	CFO	NFM, FC, DFC		
		>£50k	CFO	CEO	CEO	FC		
4.3.1.4	Approval amendments to total approved budget	Primaries <£20k Secondaries <£50k	FC	CFO	CEO	DFC/ RFM	RD	
		Primaries >£20k Secondaries >£50k	EFC	EFC	CEO	DFC/ RFM	RD	
		National <£20k	FC	CFO	CEO	DFC/ NFM		
		National >£20k	EFC	EFC	CEO	DFC/ NFM		



4.4 Financial Delegated Authority

	Delegated Duty	Value/department	P Perform	A Accountable	C Control	S Suggest	I Inform	Comments
4.4.1 FINANCIAL CONTROLS FRAMEWORK								
4.4.1.1	Establishment of the financial controls' framework	All	CFO	CEO	Board	Dir CP&L		
4.4.1.2	Undertaking Internal Audit	All	Dir CP&L	CEO	Board			
4.4.1.3	Appointing an external Auditor	All	OCT Board	OCT Board		CFO, Board		
4.4.1.4	Development of Finance Policies (Charging and remission, procurement etc)	All	CFO	CEO	Board	Dir CP&L		
4.4.1.5	Providing monthly management accounts and forecasts	All	FC	CFO	CEO		Board Chair	
4.4.1.6	Management of the cash position	All	FC	CFO	CEO			
4.4.1.7	Delivery of annual report and accounts	All	CFO	CEO	Board			
4.4.1.8	Accessing National Reserves	All	EFC	EFC	Board			
4.4.2 BANKING								
4.4.2.1	Bank account payments – Cheques	< £5k	Finance team (Any two signatures in accordance with the bank mandate)	CFO				
4.4.2.2	Bank account payments – Direct Debits	All	Finance team (Any two signatures in accordance with the bank mandate)	CFO				
4.4.2.3	Bank account payments – One off BACs and payment runs	All	Finance team (Authorisation levels in accordance with banking policy)	CFO				
4.4.2.4	Opening new bank accounts	All	CFO plus one additional signature in accordance with the bank mandate	CFO				



4 Finance

	Delegated Duty	Value/department	P Perform	A Accountable	C Control	S Suggest	I Inform	Comments
4.4.2.5	Changes to existing bank accounts	All	Finance Team (Any two signatures in accordance with the bank mandate)	CFO				
4.4.2.6	Investments with Principal banker (Barclays) (Up to 1 week)	Up to £5m	NFM	CFO	NFM	DFC		
		>£5m to £10m	NFM	CFO	FC/ DFC			
		>£10m	NFM	CFO	FC/ DFC			
4.4.2.7	Investments with Principal banker (Barclays) (1 week to 1 month)	Up to £5m	NFM	CFO	FC/ DFC	DFC		
		>£5m to £10m	NFM	CFO	CFO/ FC	DFC		
		>£10m	NFM	CFO	CEO/ CFO	DFC		
4.4.2.8	Investments with Principal banker (Barclays) (1 month to 6 months)	Up to £5m	NFM	CFO	CFO/ FC	DFC		
		>£5m to £10m	NFM	CFO	CEO/ CFO	DFC		
		>£10m	NFM	CFO	CEO/ CFO/ Chair of BFC	DFC		
4.4.2.9	Investments with Principal banker (Barclays) (> 6 months)	Up to £5m	NFM	CFO	CEO/ CFO	DFC		
		>£5m to £10m	NFM	CFO	CEO/ CFO/ Chair of BFC	DFC		
		>£10m	NFM	CFO	CEO/ CFO/ Chair of BFC	DFC		
4.4.2.10	Investments outside of Principal banker (Up to 1 week)	Up to £5m	NFM	CFO				Deposits cannot be placed at this threshold.
		>£5m to £10m	NFM	CFO				Deposits cannot be placed at this threshold.
		>£10m	NFM	CFO	CEO	DFC		
4.4.2.11	Investments outside of Principal banker (1 week to 1 month)	Up to £5m	NFM	CFO				Deposits cannot be placed at this threshold.
		>£5m to £10m	NFM	CFO	CEO	DFC		
		>£10m	NFM	CFO	CEO / CFO/ Chair of BFC	DFC		
4.4.2.12	Investments outside of Principal banker (1 month to 6 months)	Up to £5m	NFM	CFO				Deposits cannot be placed at this threshold.



4 Finance

	Delegated Duty	Value/department	P Perform	A Accountable	C Control	S Suggest	I Inform	Comments
		>£5m to £10m	NFM	CFO	CEO / CFO / Chair of BFC	DFC		
		>£10m	NFM	CFO	CEO / CFO / Chair of BFC	DFC		
4.4.2.13	Investments outside of Principal banker (>6 months)	Up to £5m	NFM	CFO				Deposits cannot be placed at this threshold.
		>£5m to £10m	NFM	CFO	CEO / Chair of BFC	DFC		
		>£10m	NFM	CFO	CEO / CFO / Chair of BFC	DFC		
4.4.3 PURCHASE OF WORKS, GOODS OR SERVICES (WITHIN BUDGET)								
4.4.3.1	Approval of Purchase Orders (Note: Blanket PO Approval is considered against the total value of the order)	<£5k (academies)	As delegated by the Principal	Principal		Finance team		Delegation must be evidenced in writing and a schedule of approved signatories must be maintained.
		<£5k (National)	As delegated by the DoS or DoE	DoS, DoE		Finance team		
		£5k-£25k (academies)	Principal	Principal	RFM	Finance team		
		£5k-£25k (national)	DoS, DoE	DoS, DoE	FC/ DFC	NFM		
		£5k – £25k (national IT and Property ONLY)	As delegated by the DoS or DoE	DoS, DoE	FC/ DFC	Finance team		Delegation must be evidenced in writing and a schedule of approved signatories must be maintained.
		£25k-£75k (academies)	RD	CEdO	CEO	FC/ DFC, RFM/ NPM		
		£25k-£75k (national)	DCOO	CFO	CEO	FC/ DFC, NFM/ NPM		
		£25k – £75k (national, IT and Property ONLY)	Dir IT / Dir E&F	DoS, DoE	DCOO	FC		
		>£75k (academies)	CFO or CEdO	CEO	CEO	RFM/ FC/ DFC		
>£75k (national)	CFO or DCOO	CEO	CEO	NFM/ FC/ DFC				



4 Finance

	Delegated Duty	Value/department	P Perform	A Accountable	C Control	S Suggest	I Inform	Comments	
		>£500k (If not authorised within an approved budget – if already authorised the >£75k authorisation applies)	BFC	BFC	BFC			Actual authorisation of PO to be performed by CFO or CEO only after Finance Committee approval	
		>£1.5m (If not authorised within an approved budget – if already authorised the >£75k authorisation applies)	Board	Board	Board			Actual authorisation of PO to be performed by CFO or CEO only after board approval	
4.4.3.2	Approval of Invoices (GRN's will proxy for invoice approval alongside defined tolerances against original orders)	<£5k (academies)	As delegated by the Principal	Principal		RFM	Finance team	Delegation must be evidenced in writing and a schedule of approved signatories must be maintained.	
		<£5k (National)	As delegated by the DoS or DoE	DoS, DoE		NFM	Finance team		
		£5k-£25k (academies)	Principal	Principal		RFM	Finance team		
		£5k-£25k (national)	DoS, DoE	DoS, DoE		FC/ DFC	NFM		
		£5k – £25k (national IT and Property ONLY)	As delegated by the DoS	DoS		CFO	Finance team	Delegation must be evidenced in writing and a schedule of approved signatories must be maintained.	
		£25k-£75k (academies)	RD	CEdO		CEO	FC/ DFC, RFM/ NPM		
		£25k-£75k (national)	DCCO	CFO		CEO	FC/ DFC, NFM/ NPM		
		£25k – £75k (national, IT and Property ONLY)	Dir IT / Dir E&F	Dir IT or Dir E&F		DoS	DCCO	FC	
		>£75k (academies)	CFO or CEdO	CEO		CEO	RFM/ FC/ DFC		
>£75k (national)	CFO or CEO	CEO			NFM/ FC/ DFC				



4 Finance

	Delegated Duty	Value/department	P Perform	A Accountable	C Control	S Suggest	I Inform	Comments
4.4.3.3	Approval of other delegated authorities	>£5k	CFO	CEO				Delegation must be evidenced in writing and a schedule of approved signatories must be maintained.
4.4.3.4	New suppliers	All	Requestor	NPM	RFM/ NFM	Finance team		Any supplier that will be handling personal or sensitive data must have a contract in place to evidence that they have the necessary controls
4.4.3.5	Approval of 1st Day Supply Teacher Cover via a none order requisition	<£500	Cover Manager	Principal	RD			Can be via a None Order Requisition for 1st Day/Same Day cover only.
4.4.3.6	Ensuring approval of Multiple Days' Supply Teacher Cover is via Normal Purchase Order Process	>£500	Principal	Principal	RD	RFM		Must be via PO in advance
4.4.3.7	Technical Approval of IT Purchases (including any software or online subscription service)	<£1k	IT CM	Dir IT	DCOO	IT HNI	RFM	Expenditure on IT equipment, services and software from Academy budgets requires technical authorisation from the IT Services team to ensure compatibility and compliance with policy before orders follow financial authorisation process
		£1k-£10k	IT SCM	Dir IT	DCOO	IT HNI	RFM	
		£10k-£25k	IT HNI	Dir IT	DCOO		RFM	
		>£25k	Dir IT	DCOO		IT HNI	RFM	
4.4.3.8	Use of one-off supplier payments	<£1,500 academies	Requestor	NPM	RFM	Finance team		Expected to be used less than 2 times annually



4 Finance

	Delegated Duty	Value/department	P Perform	A Accountable	C Control	S Suggest	I Inform	Comments
		<£1,500 national	Requestor	NPM	NFM	Finance team		Expected to be used less than 2 times annually
4.4.4 AGREEING LEASES AND/OR CONTRACTS								
4.4.4.1	Finance Leases (new or changes) on any asset not on the DfE Approved List	All	Finance Lease not on the DfE Approved List require explicit approval from the EFSA					
4.4.4.2	Finance Leases (new or changes) on any asset which is on the DfE Approved List	ALL	CFO	CEO			Finance team	
4.4.4.3	Approvals of Operating Leases (new or changes)	All	CFO	CEO			Finance team	
4.4.4.4	Approval of other long-term commitments (new or changes)	Values and approvals per requisitions section above	For all new longer-term commitments (>1year) the approval levels are per the requisition section above with the value being the aggregate of all values over the period of the commitment.					
4.4.4.5	Signing of Contracts (Signatory must ensure that procurement was in line with other requirements of this scheme of delegation and is only authorised to sign within their area of authority. e.g. Principals are not authorised to sign IT or Property contracts)	<£5k (Academies)	As delegated by the Principal	Principal	RD, RFM			It should be noted that regardless of these delegated authorities, other parties to contracts may require a Board Member to sign the contract for the contract to be valid
		<£5k (National)	As delegated by the DoS or DoE	DoS, DoE	DCCO, CFO, NFM			
		<£25k (Academies)	Principal	Principal	FC, DFC			
		<£25k (National)	DoS	DoS	CFO			
		<£100k	COO, NPM, DCCO	CFO	CEO	NFC		
		<£500k	CEO, CFO	CEO	Board			
>£500k	Board Member	Board Member	Board					
4.4.5 OTHER								
4.4.5.1	Ensuring Adequate Insurance Cover is in Place		NPM	CFO	CEO	Dir CP&L		
4.4.5.2	Ensuring that appropriate Risk Registers are maintained and updated		DoS, DoE	CFO	Board			
4.4.5.3	Related party transactions	>£40k per transaction	DFC	CFO	RFM/ NFM	Finance team		Prior approval required from ESFA
4.4.5.4	Write off bad debts	<£500 (academies)	ALT	Principal	RFM/ FC			
		<£500 (national)	DoS	DoS	NFM			
		£501 - £4,999	CFO	CFO	FC/ DFC	RFM/ NFM		
		>£5k	CFO	Exec Fin Comm	FC/ DFC	RFM/ NFM		
4.4.5.5	Disposal of assets	<£10k academies	As delegated by the Principal	Principal	RFM			For IT Assets please see below
		<£10k national	As delegated by DoS	DoS	FC	NFM		



	Delegated Duty	Value/department	P Perform	A Accountable	C Control	S Suggest	I Inform	Comments
		>£10k academies	RD	CEO	FC	RFM		
		>£10k national	DCOO	CEO	FC	NFM		
4.4.5.6	Disposals of Land & Buildings	All	Prior written approval from the ESFA (refer to CFO for advice)					
		<£75k	IT Team	Dir IT	CFO		Principal	All IT Asset Disposal must be managed by the IT Directorate
4.4.5.7	Disposal of IT Equipment/Assets	>£75k	DCOO	DCOO	CEO	Dir IT		



5 People

5.1 Appointments

All appointment panels must contain at least one member who has undertaken Safer Recruitment Training within the last three years. Leaders should always proactively strive for panels to be as diverse and inclusive as reasonably possible. The Recruitment and Selection policy and the associated Handbook should always be followed and advice sought from PD when questions arise. All recruitment panels must include at least three members. NB: Appointments that were not in the budget submitted at the beginning of the financial year require additional approval from the Chief Financial Officer.

5.2 Disciplinary Cases and Dismissals

For all disciplinary cases and dismissals, the following delegation model shall apply:

NB: All disciplinary hearings or appeals always require at least two members of the panel if dismissal is a possible outcome. If in doubt, please contact your PD Business Partner/PD Cluster Manager/HR Advice line for advice. The Chair of any appeal should be Senior to the Chair of the original panel, whilst the other panel members should either be senior or of equivalent status to the original Chair.

Please note that on occasions where there is a potential conflict of interest in having one of the post holders listed below sit on a panel (i.e. where for example where there is a grievance raised or that person is a witness to the matters under investigation) or where the relevant post-holder is on long term absence someone sufficiently suitable and with appropriate senior authority should sit on the panel either from within OCL or the wider Oasis family. Like with an Employment Tribunal, all panel members, regardless of status, have equal authority hence why three-person panels are preferable over two-person panels in case of deadlock. If a case were to go to tribunal, a judge may well expect OCL as a fairly sizeable employer to deploy wisely its various leaders from within the whole organisation at each stage of the process to ensure impartiality and fairness.

An appropriate member of the PD team should attend any hearing when dismissal is a potential outcome. Reasons for dismissal include:

- Conduct
- Capability (professional competence / ill health)
- Redundancy
- Statutory restriction, some other substantial reason (SOSR)

PD advice should ordinarily also be sought in advance for hearings regardless of whether a dismissal is possible or not. Investigating Officers should also liaise with PD for advice, training, and support.

5.3 Grievance

It is advisable where possible that panels should have at least two people sit on them, however, this should be judged on a case-by-case basis and advice sought from PD early on in consultation with the complainant. Membership of the panel to be determined by the role with delegated authority and any other significant factors such as who the grievance may be against. Formal grievance panels and appeals will ordinarily have an advisor from PD in attendance but at the very least



the Panel should take advice from PD as early as possible and keep them updated with developments Investigating Officers should also liaise with PD for advice, training and support.

5.4 CPD/Staff Development

The National Director of Learning and Development leads the Learning and Development Team who are responsible for designing and delivering training for staff across OCL.

This team continually reviews, develops, and improves the range of learning opportunities available to staff to ensure that Oasis can meet its strategic goals and the needs of its diverse staff. Mandatory safeguarding and data protection training is required for all staff, refreshed on an annual basis. Health and Safety training is undertaken by all staff every three years with staff undertaking certain activities being required to undertake training more frequently.

Oasis offers a number of developmental opportunities for teaching and support staff. Participation in all Early Career Teacher and National Professional Qualifications (NPQs) is organised through the Learning and Development team and should not be undertaken by any other route.

5.5 People Delegated Authority

	Delegated Duty	P Perform	A Accountable	C Control	S Suggest	I Inform	Comments
5.5.1 Creation of Posts							
5.5.1.1	Creation of temporary or permanent new posts with salary above £100k	Remuneration Committee	Board				
5.5.1.2	Creation of temporary or permanent new posts with salary between £75k and £100K	Exec People Committee	CEO	CFO			
5.5.1.3	Creation of temporary or permanent new posts with salary below £75k	Budget Holder	Budget Holder	CFO, FC, DFC, NFM or RFM			
5.5.1.4	Determination of CEO's salary	Remuneration Committee	Board				
5.5.1.5	Determination of pay range for National Director Level and above with a salary in excess of £75k	Remuneration Committee	Remuneration Committee				
5.5.1.6	Determination of pay range for an individual with a salary in excess of £75k	Exec People Committee	CEO	Remuneration Committee			
5.5.1.7	Determination of pay range for an individual with a salary less than £75k	PD Team	Dir HR	Exec People Committee			Regional Director / Principal / Director of Service must submit job for evaluation using the Job Evaluation scheme for support staff and the STCPD for teaching jobs



	Delegated Duty	P Perform	A Accountable	C Control	S Suggest	I Inform	Comments
5.5.2 Hiring Requisition Authorisation							
5.5.2.1	Academy with Local Finance Committee Budgeted Post	ALT	CEO	FC	DFC, RFM, PDBP		
5.5.2.2	Academy without Local Finance Committee Budgeted Post	ALT	FC	DFC	RFM, PDBP		
5.5.2.3	Academy Un-Budgeted Post	ALT	FC	DFC	RFM/ PDBP/ RD		
5.5.2.4	National Service Budgeted Post	Director of Service	DCCO	CFO	PDBP		
5.5.2.5	National Service Unbudgeted Post	Director of Service	CEO	CEO	PDBP		
5.5.2.6	National Education Budgeted Post (inc NLPs and NCLs)	Director of Education	CEdO	CFO	PDBP		
5.5.2.7	National Education Unbudgeted Post (inc NLPs and NCLs)	Director of Education	CEO	CEO	PDBP		
5.5.2.8	Role of Assistant/ Deputy Principal & above	RD	ND	CEO	FC		
5.5.3 Appointments							
5.5.3.1	Appointment of CEO	Board / OCT CEO	Board		OCT Board		Panel to consist of: minimum of 2 Board members and Chair, OCT CEO and others by invitation of the OCL Board Chair
5.5.3.2	Appointment of CEdO	Board / OCL CEO	Board		OCT Board, Dir HR		Panel to consist of: minimum of 2 Board members and Chair, OCL CEO and others by invitation of the OCL Board Chair
5.5.3.3	Appointment of Company Secretary	Board	Board		OCT Board, CEO		Panel to consist of: minimum Board Chair & OCL CEO
5.5.3.4	Appointment of CFO						Panel to consist of: Board Member, CEO, and two other suitably senior post holders
5.5.3.5	Appointment of National Director	CEO	Board	Board	Dir HR		Panel to consist of: Board Member, CEO, and two other suitably senior post holders
5.5.3.6	Appointment of Director of Service	DCCO	CEO	Board	Dir HR	Board	Panel to consist of: CEO, DCCO and one other suitably senior post holders. Wherever possible a board member should be included.
5.5.3.7	Appointment of Regional Director	National PD Team	CEO	Board	Dir HR	Board	Panel to consist of: CEO, CEdO, National Director of Secondary or Primary. Wherever possible a board member should be included.



5 People

	Delegated Duty	P Perform	A Accountable	C Control	S Suggest	I Inform	Comments
5.5.3.8	Appointment of Executive Principal	National PD Team	CEdO	Board	CEO	Hub Council, Hub Leader	Panel to consist of: CEO or CEdO, National Director of Secondary or Primary & Regional Director. Wherever possible a board member should be included. Hub Council Chairs and Hub Leaders should be involved in the recruitment process where possible
5.5.3.9	Appointment of Academy Principal	National PD Team	CEdO	Board	CEO	Hub Council, Hub Leader	Panel to consist of: CEO or CEdO, National Director of Secondary or Primary & Regional Director. Wherever possible a board member should be included. Hub Council Chairs and Hub Leaders should be involved in the recruitment process where possible
5.5.3.10	Appointment of Deputy/Assistant/Vice Principal	Principal	RD	CEdO, CFO, Dir HR	PDCM, RFM	Comms Team	Panel to consist of: RD and Principal and one other
5.5.3.11	Appointment of ALT Support Staff	Principal	RD	CEdO, CFO, Dir HR	PDCM		Panel to consist of: at least Deputy Principal or Principal and two others
5.5.3.12	Appointment of Head of Department/Faculty (Academy Role)	As delegated by Principal	Principal	RD, RFM	PDCM		Panel to consist of: at least Deputy Principal or Principal and two others
5.5.3.13	Appointment of TLR Posts	As delegated by Principal	Principal	RD, RFM, PDBP	PDCM		Panel to consist of: at least Deputy Principal or Principal and two others
5.5.3.14	Appointment of All Other Teaching Posts	As delegated by Principal	Principal	RD, RFM	PDCM		Panel to consist of: at least Head of Department and two others
5.5.3.15	Appointment of All Academy Support (other than ALT posts) that report directly into the Academy Leadership team	As delegated by Principal	Principal	RD, RFM	PDCM		Panel to consist of: ALT or Operations Manager and two others
5.5.3.16	Appointment of Head of Service (National Role)	Director of Service	Director of Service	CEO, CFO	DCOO, National PD Team		Panel to consist of: Director of Service and two other suitably senior post holders
5.5.3.17	Appointment of all other National Services Staff	As delegated by Director of Service	Director of Service	DCOO, CFO	National PD Team		Panel to consist of: three suitably senior staff as designated by the Director of Service
5.5.3.18	Appointment of national education roles including NLP and NCL positions	Director of Education	Director of Education	CEdO, CFO	National PD Team		Panel to consist of: three suitably senior staff as designated by the Director of Education
5.5.3.19	Ensuring that at least one safer recruitment trained member of staff sits on each employment panel	Any	Chair of Recruitment Panel		National PD Team		Training must be renewed every 3 years



5 People

	Delegated Duty	P Perform	A Accountable	C Control	S Suggest	I Inform	Comments
5.5.3.20	Ensuring that an Internet search completed on short listed candidates (Academy Based Staff)	As delegated by Principal	Chair of Recruitment Panel	Dir Safe, Dir HR, CEo	Safeguarding Team		
5.5.3.21	Ensuring that an Internet search completed on short listed candidates (National Staff)	National PD Team	Chair of Recruitment Panel	Dir Safe, Dir HR, DCOO	Safeguarding Team		
5.5.3.22	Ensuring that Pre-employment checks including DBS are all completed before new member of staff begins work (Academy Staff)	Ops Manager	Role Accountable for appointment		National PD Team		
5.5.3.23	Ensuring that Pre-employment checks including DBS are all completed before new member of staff begins work (National Staff)	National PD Team	Role Accountable for appointment				
5.5.3.24	Approval of start dates Critical Roles without Pre-Employment Checks being Completed	Dir Saf5 or ND Pri or ND Sec	CEo, DCOO	CEO, Dir HR			
5.5.4 Action pending disciplinary or dismissal panels							
5.5.4.1	Suspend (academies)	RD	CEo	Dir HR			
5.5.4.2	Suspend (National)	DoS, DoE	DCOO	Dir HR			
5.5.4.3	Suspend (Directors & Above)	CEO	Board	Board			
5.5.5 Constitution of disciplinary and dismissal panels (by Respondents)							
5.5.5.1	CEO	Board	Board				Panel to include minimum of the Board Chair and two other trustees and OCT CEO
5.5.5.2	CEo	CEO	CEO	Board			Panel to include minimum of two trustees and CEO
5.5.5.3	National Directors	CEO	CEO	Board	Dir HR		Panel to include minimum of one board member and CEO
5.5.5.4	Regional Directors	CEo	CEo	Board	Dir HR		Panel to include minimum of one board member and CEo or CEO
5.5.5.5	Directors of Service	DCOO	DCOO	CEO	Dir HR		Panel to include minimum of two National Directors/Chief Officers/Deputy Chief Officers
5.5.5.6	Executive Principals / Principals	RD	RD	CEo	PDBP		Panel to include minimum of two Regional/Directors of Service
5.5.5.7	ALT Members inc. Deputy Principals	Principal	Principal	RD	PDCM		Minimum of two people on panel



5 People

	Delegated Duty	P Perform	A Accountable	C Control	S Suggest	I Inform	Comments
5.5.5.8	All other Academy posts	Deputy or Assistant Principal	Principal	RD	PDCM		Minimum of two people on panel
5.5.5.9	All Cluster posts	Head of Service	Director of Service	COO	National PD Team		Minimum of two people on panel
5.5.5.10	National team members	Head of Service	Director of Service	COO	National PD Team		Minimum of two people on panel
5.5.6 Constitution of disciplinary and dismissal appeal panels (by Respondents)							
5.5.6.1	CEO	OCT Board	OCT Board				Panel to include minimum of the OCT Board Chair and two other OCT trustees
5.5.6.2	CEdO	OCT Board	OCT Board				Panel to include minimum of the OCT Board Chair and two other OCT trustees
5.5.6.3	National Directors	Board	Board	OCT Board	Dir HR		Panel to include minimum of the Board Chair and two other trustees
5.5.6.4	Regional Directors	CEO	CEO	Board	Dir HR		Panel to include minimum of the OCL CEO and two other trustees
5.5.6.5	Directors of Service	CEO	CEO	Board	Dir HR		Panel to include minimum of the OCL CEO and two other trustees
5.5.6.6	Executive Principals / Principals	CEdO	CEdO	Board	PDBP		Panel to include minimum of the OCL CEdO and two other National Directors
5.5.6.7	ALT Members inc Deputy Principals	RD	RD	CEdO	PDBP		Panel to include minimum of the two Regional/Directors of Service
5.5.6.8	All other Academy posts	RD	RD	CEdO	PDBP		Panel to include minimum of the two Regional/Directors of Service
5.5.6.9	All Cluster posts	Director of Service	DCEO		National PD Team		Minimum of Director of Service plus a Head of Service who was not involved in initial panel
5.5.6.10	National team members	Director of Service	DCEO		National PD BP		Minimum of Director of Service plus a Head of Service who was not involved in initial panel
5.5.7 Grievance made by							
5.5.7.1	CEO	Board	Board				Panel to include minimum of the Board Chair and two other trustees and OCT CEO
5.5.7.2	CEdO	CEO	CEO	Board			Panel to include minimum of the two trustees and CEO
5.5.7.3	National Directors	CEO	CEO	Board			Panel to include a minimum of one trustee
5.5.7.4	Regional Directors	CEdO	CEdO	Board	Dir HR		Panel to include minimum of one trustee and CEdO
5.5.7.5	Directors of Service	COO	DCEO	CEO	Dir HR		Panel to include minimum of one trustee and CEO



	Delegated Duty	P Perform	A Accountable	C Control	S Suggest	I Inform	Comments
5.5.7.6	Executive Principals / Principals	RD	RD	CEdO	PDBP		
5.5.7.7	ALT Members inc. Deputy Principals	Principal	Principal	RD	PDBP		
5.5.7.8	All other Academy posts	Deputy or Assistant Principal	Principal	RD	PDBP or PDCM		Minimum of two people on panel
5.5.7.9	All Cluster posts	As delegated by Director of Service	Director of Service	DCOO	PDBP		
5.5.7.10	National team members	As delegated by Director of Service	Director of Service	DCOO	PDBP		
5.5.8 Grievance appeal by							
5.5.8.1	CEO	OCT Board	OCT Board				Panel to include minimum of the OCT Board Chair and two other OCT trustees
5.5.8.2	CEdO	Board	OCT Board				Panel to include minimum of the Board Chair and two other OCL trustees
5.5.8.3	National Directors	Board	Board	OCT Board			Panel to include minimum of the Board Chair and two other trustees
5.5.8.4	Regional Directors	CEO	CEO	Board	Dir HR		Panel to include minimum of the OCL CEO and two other trustees
5.5.8.5	Directors of Service	CEO	CEO	Board	Dir HR		Panel to include minimum of the OCL CEO and two other trustees
5.5.8.6	Executive Principals / Principals	CEdO	CEdO	Board	PDBP		Panel to include minimum of the OCL CEdO and two other National Directors
5.5.8.7	ALT Members inc Deputy Principals	RD	RD	CEdO	PDBP		Panel to include minimum of the two Regional/Directors of Service
5.5.8.8	All other Academy posts	RD	RD	CEdO	PDBP or PDCM		Panel to include minimum of the two Regional/Directors of Service
5.5.8.9	All Cluster posts	Director of Service	DCOO		PDBP		Minimum of Director of Service plus a Head of Service who was not involved in initial panel
5.5.8.10	National team members	Director of Service	DCOO		PDBP		Minimum of Director of Service plus a Head of Service who was not involved in initial panel
5.5.9 Severance Payments							
5.5.9.1	Severance Payments. Equal to or below contractual value and up to £49,999	CEO	CEO	People Committee	PDBP		
5.5.9.2	Severance Payments. Above contractual notice and up to £49,999	Exec People Committee	CEO	Dir HR		Remuneration Committee	



	Delegated Duty	P Perform	A Accountable	C Control	S Suggest	I Inform	Comments
5.5.9.3	Severance Payments greater than £50k	Board	Board				Approval in the following order - People Committee, Accounting Officer and Board. Prior approval must be obtained from ESFA.
5.5.9.4	Severance Payments for all National Director and above posts regardless of value	People Committee	Board				
5.5.10 Signature on Letter of Appointments							
5.5.10.1	CEO	Board Chair	Board Chair	OCT Board Chair			
5.5.10.2	CEdO	CEO	CEO	Board Chair			
5.5.10.3	National Directors	CEO	CEO	Board Chair			
5.5.10.4	Regional Directors	CEdO	CEO	Board Chair			
5.5.10.5	Directors of Service	DCEO	CEO	Board Chair			
5.5.10.6	Executive Principals / Principals	RD or ND	CEdO	CEO			
5.5.10.7	ALT Members inc. Deputy Principals	Principal	RD	CEdO	PDCM, RFM		
5.5.10.8	All other Academy posts	Principal, Deputy or Associate Principal	RD	CEdO	PDCM, RFM		
5.5.10.9	All Cluster posts	As delegated by Director of Service	Director of Service	CEO			
5.5.10.10	National team members	As delegated by Director of Service	Director of Service	CEO			
5.5.11 Performance Management							
5.5.11.1	Staff Performance Management	Line Manager	Line Manager		PDBP or PDCM		
5.5.11.2	Performance Management	Board Chair, Board Vice Chare, OCT CEO	Board Chair		PD team		
5.5.11.3	CEdO Performance Management	CEO	CEO		PD team		
5.5.11.4	National Directors Performance Management	CEO or CEdO	CEO		PD team		
5.5.11.5	Regional Directors Performance Management	ND	CEdO		PD team		
5.5.11.6	Directors of Service Performance Management	COO	DCEO	CEO	PD team	CEO	
5.5.11.7	Executive Principals / Principals Performance Management	RDs	RDs	NDs	PD team	NDs	
5.5.11.8	All other Academy posts Performance Management	Line managers	Principals	RDs	PD team	Principals	



5 People

	Delegated Duty	P Perform	A Accountable	C Control	S Suggest	I Inform	Comments
5.5.11.9	All Other National Posts Performance Management	Line managers	DoS, DoE	DCCO, CEEdO	PD team	CEO	
5.5.12 Pay Progression							
5.5.12.1	All Teaching Roles	Under OCL's teaching pay policy we follow the 'Purple Book' and therefore we enact standard teacher terms and conditions.					
5.5.12.2	All Non-Teaching Staff Roles	Under OCL's teaching pay policy we follow the 'Green Book' and therefore we enact standard teacher terms and conditions.					
5.5.12.3	UPS Pay Progression	Regional Pay Committee	Exec People Committee	Remuneration Committee			Principal makes recommendation based on application to the regional Pay committee for a decision
5.5.13 Contract Variations							
5.5.13.1	Salaries in excess of £75k	Exec People Committee	CEO	Board			
5.5.13.2	Salaries for CEO, CEEdO, DCCO, CFO and National Directors	Remuneration Committee	Board				
5.5.13.3	National salaries up to £75k including cluster posts	Director of Service	CEO	CFO			In accordance with the job evaluation outcome
5.5.13.4	Executive Principal and Principal, Deputy and Associate Principal	Exec People Committee	CEEdO	CFO			
5.5.13.5	All other Academy posts below £75k (not Deputy or Principal posts)	Principal	RD	RFM			Support Staff in accordance with the job evaluation outcome
5.5.14 Staffing Restructures where there is a risk of redundancy							
5.5.14.1	Approval to begin a redundancy / restructuring programs	Responsible Senior Leader	Exec People Committee	People Committee	Dir HR		Note: must be approved in advance by the Exec People Committee and must be supported by a full business case. Note: Approval to process with the programme does not constitute final approval of any redundancy. See below.
5.5.14.2	Approval of to proceed with Redundancy once full costs are known	Responsible Senior Leader	Exec People Committee	CFO	Dir HR		Note: Approval of Early Retirement Payments require separate approval below.
5.5.15 Other							
5.5.15.1	Ensuring compliance with equalities legislation	Dir HR	Board		Dir CP&L		



	Delegated Duty	P Perform	A Accountable	C Control	S Suggest	I Inform	Comments
5.5.15.2	Authorisation of any ex-gratia payments	Board	CEO	Board			Any Ex-gratia payment require approval of the Executive People Committee, the CEO (as Accounting Officer), the Board and the EFSA before making payment
5.5.15.3	Revisions to Pay and Conditions Arrangements	Dir HR	Exec People Committee				
5.5.15.4	National Collective Agreements	Dir HR	Board				To be signed by Board Chair
5.5.15.5	Authorisation of Discretionary pension payments*	Dir HR	Exec People Committee	Dir CP&L, CFO			*early retirement, exercise of pension discretions, ill-health retirement applications
5.5.15.6	Appeals for Discretionary pension payments*	CEO	Board Remuneration Committee	Board			*early retirement, exercise of pension discretions, ill-health retirement applications
5.5.15.7	Administration of employment contracts, pay and conditions of services (with the exception of previous delegated authorities)	PD Team	Dir HR				
5.5.15.8	Tribunals and other staff related employment court claims	CP&L Team	Dir CP&L	CEO	PD Team	Dir HR	Court claims must be registered with both PD and Compliance as soon as they arrive so that advice and support can be obtained from our insurers and legal advisors



6 Operations

6.1 Service Delivery

6.1.1 Deputy COO, CFO, Director of People and Directors of Service

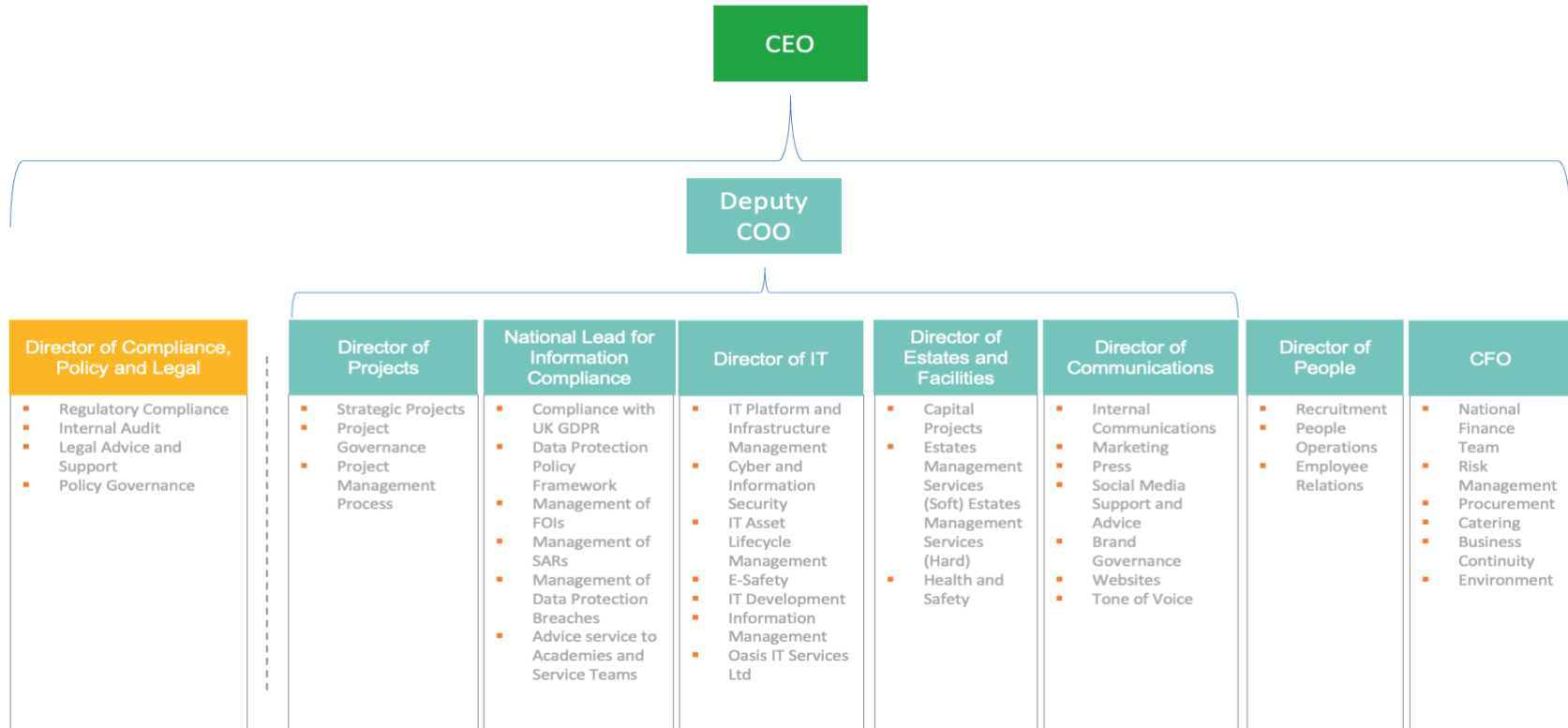
Oasis Community Learning Operates a number of National Services which support the educational operations of our academies. These services are managed in different functional areas. The Chief Finance Officer oversees the Finance function, the Director of People oversees the People and Payroll function and the Deputy Chief Operating Officer oversees the Property & Estates, IT, Communications, Projects and Information Compliance functions.

These officers are accountable for the delivery of our National Services and for ensuring that Oasis Community Learning, and our Academies, operate within the regulatory framework set out by the Department for Education and the Education and Skills Funding Agency.

Each national function is led by a Director of Service, who is accountable to the CEO for the delivery and performance of the services that enable Oasis Community Learning to operate effectively. In addition to the services Academies receive, the Directors of Service are also responsible for ensuring that the areas they oversee operate within our policy, statutory and regularity frameworks. In this sense, they serve our Academies operationally at a local level, but support our governance at a national level.

6.1.2 Service Directorates

The Directors of Service are responsible for service delivery and governance of their professional areas. For more detailed information please see the published Service Catalogue that details the individual services available to Academies and the associated service level agreements.



6.1.3 Team Around the Academy

Our ability to act as a single organisation is key to our success and the implementation of the One Plan. We regularly use the phrase “we are all educators”. This means that no matter what our roles are, we are all working to deliver education and community transformation. The cluster teams within our organisation play an important role in owning our national strategies at a local level. In addition, the cluster teams understand the local context of our Academies and therefore serve as a key communication point to ensure that, as a national organisation, we don’t lose touch with the children we serve. It is therefore important that we bring together the regional teams on a regular basis. Team Around the Academy meetings will happen twice every half term, are chaired by the Regional Finance Manager and will be attended by the Regional Director and the Cluster Service Leads. The focus of these meetings will be three-fold:

- To ensure that we are working together to deliver the One Plan and to discuss strategies that are proving particularly effective or require a different approach.
- To manage the operational performance (in the context of the one plan) of the services Academies are receiving.
- To ensure that communication is effective across the regional teams and that risks are escalated and managed.



6.2 Health & Safety



During 2021-2022, OCL implemented a new Health and Safety Management System (HSMS) to support our moral, financial and legal obligations with regards to health & safety and fire safety. All Oasis academies are expected to adhere to the HSMS and follow the policies, processes and guidance to ensure plans are in place to systematically manage health and safety. Our priority is to maintain a safe environment for staff, students and visitors. This system will enable OCL to make continuous improvement to the overall level of safety. In order to have the capacity to effectively support academies OCL will appoint a Health & Safety Champion at each academy which will work closely with the National Health & Safety Lead to provide:

- Regular meetings to discuss audits, performance and to provide overview reporting as necessary,
- An assigned Health & Safety Champion acting as the expert for each Academy who is experienced in education and will provide ongoing competent H&S and fire safety support as and when needed,
- Detailed Health & Safety audits and fire risk assessments supported by clear action plans to facilitate improvement,
- Regular review of action plans to assess progress,
- The provision of dashboard system to provide Principals and Regional Directors with a compliance overview,
- A full suite of eLearning training.

6.2.1 Health & Safety Delegated Authority

	Delegated Duty	P Perform	A Accountable	C Control	S Suggest	I Inform	Comments
6.2.1 Health and Safety Roles and Delegated Authority							
6.2.1.1	Creation and ownership of OCL Health and Safety related policies	NL H&S	Dir E&F				
6.2.1.2	Review and Approve OCL Health and Safety related policies	NDs Meeting	Board				



6 Operations

	Delegated Duty	P Perform	A Accountable	C Control	S Suggest	I Inform	Comments
6.2.1.3	Ensuring the health and safety related policies meets with legislation, all relevant regulations, approved codes of practice and industry best practice.	NL H&S	Exec A&R Comm		RL H&S, CPL Team, PD Team	Organisation	
6.2.1.4	Ensuring compliance with Health and Safety Policies across OCL	All Staff	OCL CEO		NL H&S	Board	
6.2.1.5	Ensuring that the National Health and Safety committee operates effectively	Dir E&F	OCL CEO		NL H&S, PD Team	Board	
6.2.1.6	Monitoring effectiveness of the Health and Safety Management System	NL H&S	Dir E&F		Dir E&F	Board	
6.2.1.7	Periodically Review organisational health and safety performance	NL H&S	Board		Dir E&F	Exec A&R Comm	
6.2.1.8	Ensure adequate resources are available for the discharge of OCL health and safety duties	CEO	Board		Dir E&F / NL H&S		
6.2.1.9	Providing arrangements to secure health and safety compliance	Dir E&F	CEO		NL H&S	Exec A&R Comm	
6.2.1.10	Implementing academy level risk assessments and appropriate control measures	Health and Safety Champion	Academy Principal		RD, RL H&S	Exec A&R Comm	
6.2.1.11	Implementing service team risk assessments and appropriate control measures	As delegated by DoS	DoS		NL H&S	Exec A&R Comm	
6.2.1.12	Ensuring appropriate Organisational Health and Safety training is in place for all staff	NL H&S	CEO	Board	L&D Team	Exec A&R Comm	
6.2.1.13	Ensuring appropriate training and competency for safe running of the Academy.	Principal	CEO		NL H&S, RL H&S	Exec A&R Comm	
6.2.1.14	Ensuring appropriate training and competency for safe delivery of service.	DoS, DoE	CEO		NL H&S	Exec A&R Comm	
6.2.1.15	Ensuring that all academy staff complete appropriate Health and Safety training as per OCL policies	Line Manager	Academy Principal		NL H&S	Exec A&R Comm / Board	
6.2.1.16	Ensuring that all national staff complete appropriate Health and Safety training as per OCL policies	Line Manager	DoS, DoE		NL H&S	Exec A&R Comm / Board	
6.2.1.17	Ensuring the implementation of health and safety policies and for statutory compliance (Academy)	Health and Safety Champion	Academy Principal		NL H&S		
6.2.1.18	Ensuring the implementation of health and safety policies and for statutory compliance (National)	DoS, DoE	DoS		NL H&S		



	Delegated Duty	P Perform	A Accountable	C Control	S Suggest	I Inform	Comments
6.2.1.19	Management of Adverse Events	As Required	Academy Principal / DoS		As Required	DCCO / RD	
6.2.1.20	Undertaking H&S Investigations (Academy)	Health & Safety Champion	Academy Principal	DCCO	RL H&S	CEdO / RD	The DCCO may direct the NL H&S or RL H&S to undertake the investigation in place of the academy H&S Champion at their discretion
6.2.1.21	Undertaking H&S Investigations (National)	RL H&S	Dir E&F	DCCO	NL H&S		The DCCO may direct the NL H&S to undertake the investigation at their discretion
6.2.1.22	Managing the completion of remedial actions (Academy)	Health and Safety Champion	Principal		NL H&S		
6.2.1.23	Managing the completion of remedial actions (National)	DoS, DoE	DoS, CEdO		NL H&S		
6.2.1.24	Disseminating the Health and Safety related policies and ensuring reports are aware of their responsibilities under OCL policy.	Line Managers	OCL CEO		NL H&S / RL H&S		
6.2.1.25	Reviewing Academy Health and Safety performance regularly	Principal	RD		NL H&S / RL H&S	Exec A&R Comm / Board	

6.3 Facilities Management

During the summer of 2023, OCL realigned the Facilities Management service with two distinct areas of operation to ensure that local academies have the full focus of their site-based Facilities Teams to improve the educational environment and ensure the smooth running of the estate day to day.

Facilities Management (Hard Services) focus on the statutory compliance, maintenance and repair of the building elements including mechanical and electrical and other such critical building elements which the Facilities Management (Soft Services) will focus on creating a safe, clean, and comfortable environment including cleaning (where outsourced), landscaping, decorating, portage and other local activities.

To ensure that the local Property & Estates team have the capacity to deliver this, the Cluster Asset Managers lead a collection of site-based Facilities Teams who are directed through the P&E Helpdesk to ensure that they deliver the academies requirements and inform the wider P&E team of repairs needed. The Cluster Asset Manager will work closely with the Academy Operations manager as is responsible for:

- Regular visits to academies to discuss performance, issues, and support on areas for improvement of the estate.
- Leading the recruitment, training, and delivering a high-performing team at each academy,
- Supporting the academies to deliver plans for change projects academies may wish to undertake,
- Dealing with critical incidents and Ofsted support.



6.3.1 Facilities Management Delegated Authority

	Delegated Duty	P Perform	A Accountable	C Control	S Suggest	I Inform	Comments
6.3.1 Facilities Management Delegated Authority							
6.3.1.1	Undertake Repairs Associated with Local Damage from specific Academy Funds	CFMT	Dir E&F	Finance Team	Hard FM Team	Principal / Finance Team	
6.3.1.2	Ensure all Planned Preventative Maintenance is facilitated and delivered at Academies.	Hard FM Team	Dir E&F	Finance Team		Principal	
6.3.1.3	Procure & Provide all P&E Related Services	NFMT	Dir E&F	Finance Team	National Procurement Manager	Exec. Finance Committee	
6.3.1.4	Contractual Variations to Local P&E Services provided by External Contractors	HoS	Dir E&F	Finance Team		Principal	
6.3.1.5	Recruitment of Local / Cluster and National Property & Estates Teams	HoS	Dir E&F	Finance Team	People Directorate	Principal	
6.3.1.6	Performance Management of Local / Cluster / National Property & Estates Teams	HoS	Dir E&F		People Directorate		

6.4 Cyber Security

Cyber Security represents one of the largest areas of organisational risk OCL faces. Educational organisations are actively targeted, potentially leading to disruption to our operations and risks to the information that we hold about the young people in our care and the colleagues we work with every day. Information Governance is a key compliance area governed by specific legislation both in terms of Data Protection (Information about people) and Freedom of Information (the right of access to other information).

Seemingly small decisions, particularly around the sharing of information and the procurement of goods, software and services can create significant organisational risk and could cause significant regulatory action. We all have a vital role to play in ensuring that OCL is protected from Cyber Attack and Information Security breaches, and it is important that all staff understand their responsibilities are in this area. There are specific delegated authorities associated with the management of Cyber Security and Information Governance which are detailed below.

	Delegated Duty	P Perform	A Accountable	C Control	S Suggest	I Inform	Comments
6.4.1 Policies							
6.4.1.1	Development of the IT Security Policy	IT HIS	Dir IT	DCOO	IT Security Team	Exec A&R Comm	



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	Delegated Duty	P Perform	A Accountable	C Control	S Suggest	I Inform	Comments
6.4.1.2	Development of the Information Security Policy	IT HI	Dir IT	DCOO	IT Security Team	Exec A&R Comm	
6.4.1.3	Implementation of the IT Security Policy	IT HIS	Dir IT	IT Infrastructure Team	IT Security Team	Exec A&R Comm	
6.4.1.4	Implementation of the Information Security Policy	IT HI	Dir IT	IT Infrastructure Team	IT Security Team	Exec A&R Comm	
6.4.2 System Access Control							
6.4.2.1	Ensuring that access to our systems is restricted to only those who have a legitimate need to do so.	IT HIS	Dir IT	DCOO		Exec A&R Comm	
6.4.2.2	Determination of the Bromcom MIS Configuration for User Access Control	IT HI	Dir IT	DCOO	Information Team	IT Security Team, IT Infrastructure Team	
6.4.2.3	Ensuring that all staff, students, contactors, volunteers, and other authorised individuals are correctly detailed in the Bromcom MIS system. (Academy)	Academy Ops Team	Academy Principal	Dir IT	Information Team	IT Security Team, IT Infrastructure Team	
6.4.2.4	Ensuring that all staff, contactors, volunteers, and other authorised individuals are correctly detailed in the National Bromcom MIS system. (National)	National MIS Manager	DoS, DoE	Dir IT	IT HI, Information Team	IT Security Team, IT Infrastructure Team	
6.4.3 User Account Protection							
6.4.3.1	Access to Oasis systems is restricted from outside of the UK	IT HIS	Dir IT	DCOO	IT Security Team, IT Infrastructure Team	All Staff	Academy Principals / National Heads of service can request that individuals are allowed time bound access from outside of the UK.
6.4.3.2	Staff accounts are protected by Multi-factor Authentication (MFA)	IT HNI	Dir IT		IT Security Team, IT Infrastructure Team	All Staff	Exception from MFA requires authorisation from the Director of IT
6.4.3.3	Unexpected behaviour results in accounts being restricted or disabled	IT HIS	Dir IT		IT Security Team, IT Infrastructure Team	All Staff	Removal of restriction requires authorisation from a member of the IT Senior Management Team
6.4.3.4	Accounts are protected in accordance with the Oasis Password Policy	IT HIS	Dir IT		IT Security Team, IT Infrastructure Team	All Staff	Exceptions from the Oasis Password Policy require authorisation from the Head of IT Service Delivery or the Director of IT



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	Delegated Duty	P Perform	A Accountable	C Control	S Suggest	I Inform	Comments
6.4.4 Network Perimeter Defence							
6.4.4.1	Ensuring that the network perimeter does not allow unauthorised access to the network	IT HIS	Dir IT		IT Security Team, IT Infrastructure Team	All Staff	
6.4.4.2	Changes to firewall rules	IT HIS	Dir IT		IT Security Team, IT Infrastructure Team		
6.4.4.3	Changes to network segmentation rules	IT HIS	Dir IT		IT Security Team, IT Infrastructure Team		
6.4.4.4	Ensuring that only software, hardware or other solutions which have been validated and authorised may be used (Academy)	Academy Principals	Academy Principals	Dir IT	IT Security Team, IT Infrastructure Team	All Staff	All software must be authorised by the Head of IT Service Delivery or the Director of IT before it is purchased or used.
6.4.4.5	Ensuring that only software, hardware or other solutions which have been validated and authorised may be used (National)	DoS, DoE	DoS, DoE	Dir IT	IT Security Team, IT Infrastructure Team	All Staff	All software must be authorised by the Head of IT Service Delivery or the Director of IT before it is purchased or used.
6.4.4.6	Ensuring that centrally provided, hardware or other solutions have been validated and authorised before use.	Dir IT	Dir IT	DCOO	IT Security Team, IT Infrastructure Team	All Staff	
6.4.5 Software Updates							
6.4.5.1	Ensuring all software used within OCL is updated against security vulnerabilities in a timely fashion.	IT Infrastructure Team	Dir IT		IT Security Team, IT Infrastructure Team	All Staff	
6.4.6 Hardware Updates							
6.4.6.1	Only hardware that has been validated for use by the Oasis IT Services Team may be used within the Oasis Network.	IT Infrastructure Team	Dir IT		IT Security Team, IT Infrastructure Team	All Staff	<p>Any donations of hardware require specific authorisation from a member of the IT Senior Management Team before they can be accepted.</p> <p>Any hardware that includes a requirement for supporting software must be approved through the software process.</p>
6.4.7 Configuration Control							
6.4.7.1	Ensuring that the configuration of software and systems does not introduce Security Vulnerabilities into the IT Infrastructure	IT HIS	Dir IT		IT Security Team		



	Delegated Duty	P Perform	A Accountable	C Control	S Suggest	I Inform	Comments
6.4.7.2	A standard configuration is applied to Oasis IT Devices which restricts access to the settings and prevents vulnerabilities being introduced.	IT Infrastructure Team	Dir IT		IT Security Team		
6.4.8 User Protection							
6.4.8.1	Ensuring that users are protected from accessing potentially high-risk material via the internet which introduces vulnerabilities into the network	IT Infrastructure Team	Dir IT		IT Security Team	All Users	
6.4.8.2	Access to the internet from Oasis devices is filtered for security vulnerabilities as well as inappropriate content.	IT Infrastructure Team	Dir IT		IT Security Team	All Users	
6.4.8.3	Ensuring that websites which allow the download of malware and other viruses or that are used to communicate with / control these types of content are restricted.	IT Infrastructure Team	Dir IT		IT Security Team	All Users	

6.5 Information Compliance and Data Protection

	Delegated Duty	P Perform	A Accountable	C Control	S Suggest	I Inform	Comments
6.5.1 Policies							
6.5.1.1	Development of the Data Protection Policy suite	IC Team	NL IC	DCOO	IT NI, Dir CPL	A&R Committee	
6.5.1.2	Implementation of Data Protection Policy Suite.	IC Team	NL IC	DCOO	IT Team, Dir CPL	Board	
6.5.2 Information Governance							
6.5.2.1	Ensuring effective Information Governance and 'Data Protection'.	NL IC	Board	CEO	DCOO, Dir IT	All Staff	
6.5.2.2	Ensuring compliance with Data Protection Policies (Academy)	Academy Principal	RD	CEdO	NL IC, DCOO, IT NI	Board	
6.5.2.3	Ensuring compliance with Data Protection Policies (National)	DoS, DoE	CEO	CEO	NL IC	Board	
6.5.2.4	Ensuring that data in the Bromcom MIS is accurate (Academy)	Academy Ops Team	Academy Principal	RD	Information Team	Exec A&R Comm	
6.5.2.5	Ensuring that data in the Bromcom MIS is accurate (National)	National Information Team	IT HI	DCOO	Information Team, Dir HR	Exec A&R Comm	
6.5.2.6	Ensuring Information is only stored in authorised locations	All Staff	Data Owner	IT Team	IC Team	All Staff	



6 Operations

	Delegated Duty	P Perform	A Accountable	C Control	S Suggest	I Inform	Comments
6.5.3 Training							
6.5.3.1	Design and Implementation of All Staff Data Protection Training	IC Team	NL IC	DCCO	L&D Team		
6.5.3.2	Design and Implementation of face-to-face Data Protection Training	IC Team	NL IC	DCCO	L&D Team		
6.5.3.3	Ensuring all staff complete data protection training (Academy)	All Staff	Academy Principal	RD	IC Team	Exec A&R Comm	
6.5.3.4	Ensuring all staff complete data protection training (National)	DoS, DoE	CEO	CEO	IC Team	Exec A&R Comm	
6.5.4 Data Protection Impact Assessments							
6.5.4.1	Ensuring that all data sharing is undertaken in a manner which is compliant with policy	All Staff	CEO	IT Team	IT Team, IC Team, Dir Safe	All Staff	
6.5.4.2	Ensuring that any activity which involves the routine sharing of personal information including the use of online services storing any information about people has a completed Data Protection Impact Assessment (DPIA) in place (Academy)	All Staff	Academy Principal	IT Team	IT Team, IC Team	All Staff	
6.5.4.3	Ensuring that any activity which involves the routine sharing of personal information including the use of online services storing any information about people has a completed Data Protection Impact Assessment (DPIA) in place (National)	All Staff	DoS, DoE	IT Team	IT Team, IC Team	All Staff	
6.5.4.4	Sign off of completed DPIA	Dir IT/DPO	DPO	DCCO	IC Team, Dir IT	Requestor	
6.5.4.5	Ensuring organisational controls set out in a DPIA are implemented (Academy)	Requestor	Academy Principal	RD	IC Team, IT Team	DPO	
6.5.4.6	Ensuring organisational controls set out in a DPIA are implemented (National)	Requestor	DoS, DoE	CEO	IC Team, IT Team	DPO	
6.5.5 Data Protection Breaches							
6.5.5.1	Liaison with ICO regarding Data Protection breaches	DPO	DPO		IC Team		All liaison on behalf of OCL with the ICO must be undertaken by the DPO only.
6.5.5.2	Ensuring that the DPO is informed of all data protection breaches as soon as they are identified. (Academy)	Data Protection Lead/All Staff	Academy Principal		IT Team	IT Team	
6.5.5.3	Ensuring that the DPO is informed of all data protection breaches as soon as they are identified. (National)	All Staff	DoS, DoE		IT Team	IT Team	
6.5.5.4	Ensuring that all Data Protection Breaches are recorded	IC Team	DPO	DCCO	IT Team	A&R Committee	The Board A&R Committee must be informed quarterly of all Data Protection Breaches
6.5.5.5	Ensuring that all Data Protection Breaches are, where required reported to the Information Commissioners Office (ICO)	DPO	DPO		IC Team		



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	Delegated Duty	P Perform	A Accountable	C Control	S Suggest	I Inform	Comments
6.5.5.6	Management of a Data Protection Breach (Academy)	Data Protection lead	Academy Principal	DPO	IC Team, IT Team	DCCO, CEO	
6.5.5.7	Management of a Data Protection Breach (National)	DoS, DoE	DoS, DoE	DPO	IC Team, IT Team	DCCO, CEO	
6.5.6 Subject Access Requests							
6.5.6.1	Reporting all Subject Access Requests to the DPO (Academy)	Data Protection Lead	Academy Principal	RD	IC Team	A&R Committee	The A&R Committee must be informed quarterly of all SARs quarterly
6.5.6.2	Reporting all Subject Access Requests to the DPO (National)	DoS, DoE	DoS, DoE	DCCO	IC Team	A&R Committee	
6.5.6.3	Management of a SAR (Academy)	SAR Manager	Academy Principal	DPO	IC Team		
6.5.6.4	Management of a SAR (National)	SAR Manager	DoS, DoE	DPO	IC Team		
6.5.6.5	Sifting, redaction and indexing of return. (Academy)	SAR Manager	Academy Principal	DPO	IC Team		
6.5.6.6	Sifting, redaction and indexing of return. (National)	SAR Manager	DoS, DoE	DPO	IC Team		
6.5.6.7	Authority for the release of information in response to a Subject Access Request (Academy)	RD	CEdO	DPO	IC Team, DCCO		
6.5.6.8	Authority for the release of information in response to a Subject Access Request (National)	DoS, DoE	DoS, DoE	DPO	IC Team		
6.5.6.9	Redaction via a third-party service	IT Team	DPO	DCCO	IT Team		Costs associated with third party redaction are met by the academy/department where the SAR originated from
6.5.7 IT Searches							
6.5.7.1	Definition of searches to be completed	SAR Manager	SAR Manager	DCCO	DPO, IT Team		
6.5.7.2	Authorisation to complete the search (Data Protection Related)	DPO & RD & Dir IT	DPO	DCCO	IT Team		
6.5.7.3	Authorisation to complete the search (Safeguarding Related)	DPO & Dir IT & Dir Safe	Dir Safe	CEO	IT Team, DPO, PDBP		
6.5.7.4	Authorisation to complete the search (HR Investigation Related)	PDBP & DPO & Dir IT	Dir HR	DCCO	IT Team, DPO, Dir Safe		
6.5.7.5	Completion of IT Searches	IT Team	IT Service Desk Manager	Dir IT	IC Team		
6.5.7.6	Sharing of search results	IT Team	IT Service Desk Manager	Dir IT	IC Team		



	Delegated Duty	P Perform	A Accountable	C Control	S Suggest	I Inform	Comments
6.5.8 Freedom of Information Requests/EIR Requests							
6.5.8.1	Reporting all Freedom of Information Requests (FOIs)/Environmental Information Regulation (EIR) requests to the Information Compliance Officer (Academy)	All Staff	Principal	RD	IC Team	A&R Committee	The Board A&R Committee must be informed of all FOIs quarterly
6.5.8.2	Reporting all Freedom of Information Requests (FOIs)/EIR requests to the Information Compliance Officer (National)	All Staff	DoS, DoE	DCOO	IC Team	A&R Committee	
6.5.8.3	Corresponding with FOI/EIR applicants	IC Team	NL IC	DCOO	IC Team, IT Team		
6.5.8.4	Collation of information requested under FOIs/EIRs	IC Team	NL IC	DCOO			
6.5.8.5	Commenting on draft response for FOIs/EIRs	NL IC & CEoD & Dir Comms	NL IC	NL IC	NL IC	DCOO	
6.5.8.6	Use of FOI/EIR exemptions	IC Team	NL IC	CEO		DCOO	
6.5.8.7	Final approval of FOIs/EIRs	CEO	CEO	CEO	IC Team	NL IC	
6.5.9 Police/LAs/Courts Requests							
6.5.9.1	Reporting all Police/LA/Court Requests to the DPO (Academy)	DSLs	Academy Principal	RD	Data Protection Lead	Dir Safe/ DPO	
6.5.9.2	Management of Police/LA/Court requests.	DSLs	Academy Principal	RD	Deputy DSL	Dir Safe/ DPO	
6.5.9.3	Approval of Police/LA/Court requests	Dir Safe/ DPO	Dir Safe/ DPO	CEO	IC Team	DCOO	

6.6 Management of Complaints

	Delegated Duty	P Perform	A Accountable	C Control	S Suggest	I Inform	Comments
6.6.1 Complaints							
6.6.1.1	Complaint against the Chair of the Board	Chair of the OCT board	OCT Board	OCT Board	Director CP&L	Board	
6.6.1.2	Ensures policy is up-to-date and published on trust and academy websites	Director CP&L	CEO		Comms Team	Board	
6.6.1.3	Complaint is considered on an informal basis (stage 1)	Principal	RD	ND Pri, ND Sec	Director of compliance; Operations/Business Manager	Complainant ; Person subject to complaint	Complaint may need referral to the LADO



	Delegated Duty	P Perform	A Accountable	C Control	S Suggest	I Inform	Comments
6.6.1.4	Written complaint (stage 2)	Principal	RD	ND Pri, ND Sec	Director of compliance; Operations/Business Manager; Director of Safeguarding	Complainant ; Person subject to complaint; Director of Compliance, Policy and Legal	Complaint may need referral to the LADO
6.6.1.5	Written complaint (stage 2)	RD	National Director (primary/secondary)	CEdO	Director of compliance; Operations/Business Manager; Director of Safeguarding	Complainant ; Person subject to complaint; Director of Compliance, Policy and Legal	Complaint may need referral to the LADO
6.6.1.6	Panel hearing	RD to convene	CEO	Director of Compliance, Policy and Legal	EA team; Director of Safeguarding	Complainant ; Person subject to complaint; Trustees	Complaint may need referral to the LADO

6.7 Communications & Marketing

	Delegated Duty	P Perform	A Accountable	C Control	S Suggest	I Inform	Comments
6.7.1 Press							
6.7.1.1	Prepare local good news stories for local media	Academy ops team	Academy principal	Press Manager	Comms team	Comms team, RD	
6.7.1.2	Authorise release of local good news stories for local media	Academy principal	Academy principal	Dir Comms, Press manager	Comms team, RD	Comms team, RD	
6.7.1.3	Preparing a response to a local good news media enquiry	Academy ops team	Academy principal	Press manager	Comms team	Comms team, RD	
6.7.1.4	Authorising response to a local good news media enquiry	Academy principal	Academy principal	Dir Comms, Press manager	Comms team, RD	Comms team, RD	
6.7.1.5	Preparing response to potentially negative media (and social media) stories	Press manager	Dir Comms	CEO	Principal, Academy SLT, RD, other appropriate stakeholder	National directors, Board (depending on severity / risk)	Depending on the nature of the incident, we may need to take advice from, or follow the guidance of external stakeholders, including the police, local authorities or the families of students or staff



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	Delegated Duty	P Perform	A Accountable	C Control	S Suggest	I Inform	Comments
6.7.1.6	Authorising response to potentially negative media (and social media stories)	CEO	CEO	Board			
6.7.2 Website							
6.7.2.1	Updating the academy-controlled elements of the website, e.g. news stories, academy info	Academy ops team	Academy principal	Dir Comms	Comms team, IT Dev team, RD		
6.7.2.2	Updating the nationally controlled elements of the website, e.g. legally required policies	CPL team	Dir CPL	DCOO	Comms team, IT Dev team	All national teams, academies	
6.7.2.3	Academy website compliance check	CPL team	Dir CPL	DCOO	Comms team, IT Dev team	Academy principal, RD	
6.7.2.4	Ensure academy website is compliant	CPL team, academy ops team	Academy principal	CEdO	Comms team, CPL team, IT Dev Team	RD	
6.7.2.5	Updating OCL website, e.g. news stories	Comms team	Dir Comms	DCOO	IT Dev team, Education team, Service teams		
6.7.2.6	Ensure OCL website is compliant	CPL team, comms team	Dir Comms	Dir CPL, DCOO	IT Dev team		
6.7.3 Branding and Design Work							
6.7.3.1	Permanent building and academy grounds signage – commission an agency to do new signage (existing academy)	Academy Ops team	Academy principal	RD	National procurement manager, Comms team	Comms team	Permanent building and academy ground signage is considered to be a project and therefore needs to follow the requirements of section 6.7 and OCL's procurement process set out in section 4.2
6.7.3.2	Permanent building and academy grounds signage - sign off of final design work	Academy ops team	Academy principal	Dir Comms	RD		
6.7.3.3	Permanent building and academy grounds signage – commission an agency to do new signage (new builds and temporary accommodation)	Strategic projects team	Dir Projects	DCOO	Academy principal, comms team, RD		
6.7.3.4	Permanent building and academy grounds signage - sign off of final design work	Academy ops team	Academy principal	Dir Comms, DCOO	Comms team, RD		
6.7.3.5	Commissioning Design work e.g. prospectuses, banners, leaflets, and other print / digital assets	Academy ops team	Academy principal	Dir Comms, National procurement manager	Comms team, RD		Any commissioning of works needs to be done in line with OCL's procurement process set out in section 4.2
6.7.3.6	Signing off design work, e.g. prospectuses, banners, leaflets, and other print/ digital assets	Academy ops team	Academy principal	Dir Comms	Comms team, RD		
6.7.4 Social Media							
6.7.4.1	Social media – day to day running of academy social media accounts	Academy ops team	Academy principal	Dir Comms	Comms team, RD		



	Delegated Duty	P Perform	A Accountable	C Control	S Suggest	I Inform	Comments
6.7.4.2	Social media – creation of new social media accounts	Academy ops team	Academy principal	Dir Comms	Comms team, RD		

6.8 Project Management and Project Governance

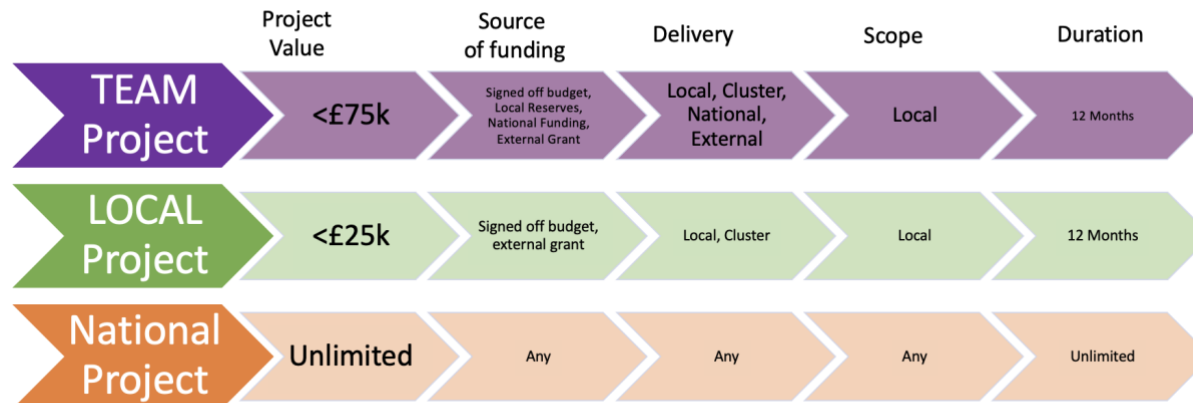
Projects are the key mechanism for things within OCL to change and improve. They are fundamentally about doing things differently than they have been done before. OCL defines a project as:

‘The activity or group of activities which temporarily make use of OCL’s resources to fundamentally change the organisation by achieving a set of objectives’.

The OCL Project Management Process, including gaining approval to undertake a project, must be followed when embarking on an activity or group of activities which meets this definition. You can find out a lot more information about the OCL Project Management Process and Project Governance in the OCL Project Management Handbook.

6.8.1 Project Classifications and the project journey

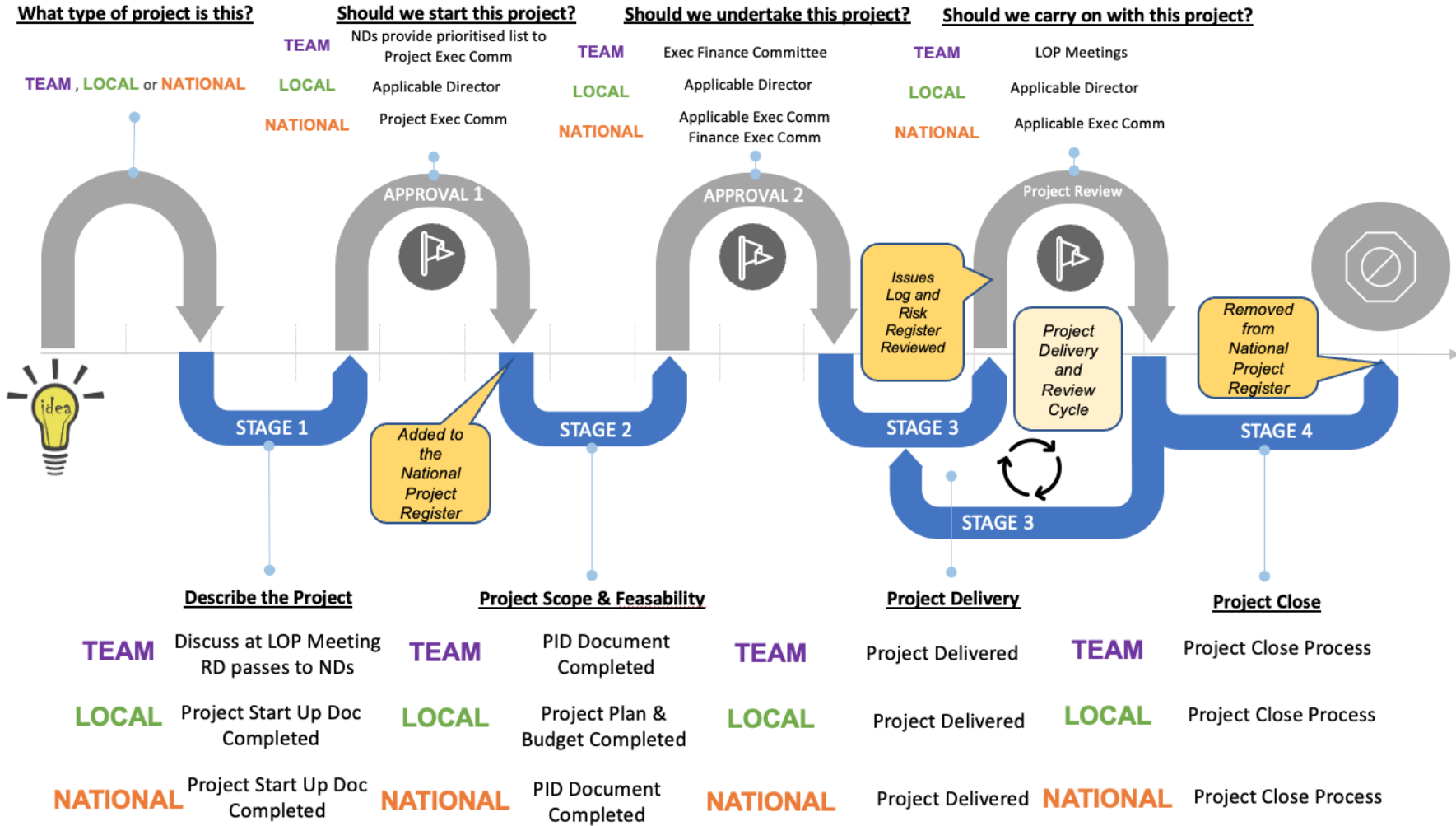
OCL classifies projects based on a number of criteria. These different project classifications are defined as:



There are a small number of cross organisational projects or projects which carry a particularly high degree of risk. The OCL board may choose to classify these as complex projects. Complex projects are directly overseen by the Complex Projects Committee of the OCL Board.



Different delegated authorities apply to different classifications of project. All projects follow the same project journey. However, the delegated authority to complete each of the stages of the project journey varies by project classification.



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6.8.2 Project Management and Project Governance Delegated Authority

	Delegated Duty	P Perform	A Accountable	C Control	S Suggest	I Inform	Comments
6.8.3 TEAM Projects							
6.8.3.1	Creation of Project Description	Project Sponsor	Project Sponsor	DCOO	Project Manager		
6.8.3.2	Approval 1	Exec Projects Committee	Exec Projects Committee	CFO, CEEdO			
6.8.3.3	Completion of OCL Std Project Initiation Document (PID) Template	Project Manager	Project Sponsor	DCOO			
6.8.3.4	Approval 2	Exec Projects Committee	Exec Projects Committee	CEO	CFO, FC		
6.8.3.5	Creation and Maintenance of Project Core Documentation	Project Manager	Project Sponsor	DCOO	Dir Projects		
6.8.3.6	Project Review	LOP Meeting	RD				
6.8.3.7	Management and Coordination of the Operational Delivery of the Project	Project Manager	LOP Meeting	RD	Dir Projects		
6.8.3.8	Develop and Agree Requirements	Project Manager	LOP Meeting	RD	Dir Projects		
6.8.3.9	Make decisions about the scope and direction of the project	Project Manager	LOP Meeting	RD	Dir Projects		
6.8.3.10	Oversight of the Project	RD	RD	DCOO			
6.8.3.11	Authorisation of Project Changes	LOP Meeting	RD				
6.8.3.12	Delegation of authority to make decisions about the project	LOP Meeting	RD				
6.8.3.13	Decision of continue with the project or approve closure	LOP Meeting	RD				
6.8.3.14	Completion of Project Close Process	Project Manager	Project Sponsor				
6.8.4 LOCAL Projects							
6.8.4.1	Creation of Project Start up Document	Project Sponsor	Project Sponsor		Dir Projects		
6.8.4.1	Approval 1	RD / DoS	RD / DoS	DCOO	Dir Projects		
6.8.4.3	Completion of Budget and Project Plan	Project Manager	Project Sponsor		Dir Projects		
6.8.4.4	Approval 2	RD / DoS	RD / DoS	DCOO	Dir Projects		
6.8.4.5	Creation and Maintenance of Project Core Documentation	Project Manager	Project Manager		Dir Projects		
6.8.4.6	Project Review	RD / DoS	RD / DoS	DCOO	Dir Projects		
6.8.4.7	Management and Coordination of the Operational Delivery of the Project	Project Manager	PSG		Dir Projects		
6.8.4.8	Develop and Agree Requirements	RD / DoS	RD / DoS	DCOO	Dir Projects		



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	Delegated Duty	P Perform	A Accountable	C Control	S Suggest	I Inform	Comments
6.8.4.9	Make decisions about the scope and direction of the project	RD / DoS	RD / DoS	DCOO	Dir Projects		
6.8.4.10	Oversight of the Project	RD / DoS	RD / DoS	DCOO	Dir Projects		
6.8.4.11	Authorisation of Project Changes	RD / DoS	RD / DoS	DCOO	Dir Projects		
6.8.4.12	Delegation of authority to make decisions about the project	RD / DoS	RD / DoS	DCOO	Dir Projects		
6.8.4.13	Decision of continue with the project or approve closure	RD / DoS	RD / DoS	DCOO	Dir Projects		
6.8.4.14	Completion of Project Close Process	Project Manager	Project Sponsor				
6.8.5 National Projects							
6.8.5.1	Creation of Start Up Document	Project Sponsor	Project Sponsor	DCOO	Project Manager		
6.8.5.2	Approval 1	Exec Projects Committee	Exec Projects Committee	CFO	DCOO, Dir Projects		
6.8.5.3	Completion of OCL Std PID Template	Project Manager	Project Sponsor	DCOO	Dir Projects		
6.8.5.4	Approval 2	Exec Committee	Exec Committee	CFO	Dir Projects		
6.8.5.5	Creation and Maintenance of Project Core Documentation	Project Manager	Project Manager	Dir Projects	Dir Projects		
6.8.5.6	Project Review	Exec Committee	Exec Committee		Dir Projects		
6.8.5.7	Management and Coordination of the Operational Delivery of the Project	PSG	Project Manager		Dir Projects		
6.8.5.8	Develop and Agree Requirements	Project Board	Project Sponsor		Dir Projects		
6.8.5.9	Make decisions about the scope and direction of the project	Project Board	Project Sponsor	CEO	Dir Projects		
6.8.5.10	Oversight of the Project	Exec Committee	Exec Committee		Dir Projects		
6.8.5.11	Authorisation of Project Changes	Exec Committee	Exec Committee	CEO / CFO	Dir Projects		
6.8.5.12	Delegation of authority to make decisions about the project	Exec Committee	Exec Committee		Dir Projects		
6.8.5.13	Decision of continue with the project or approve closure	Exec Committee	Exec Committee	CEO	Dir Projects		
6.8.5.14	Completion of Project Close Process	Project Manager	Project Sponsor	DCOO	Dir Projects		



	Delegated Duty	P Perform	A Accountable	C Control	S Suggest	I Inform	Comments
6.8.6 Complex Projects							
6.8.6.1	Designation of a Project as Complex Project	OCL Board	OCL Board		CEO		
6.8.6.2	Approval of Project Governance Structure	Complex Projects Committee	OCL Board	OCL Board	CEO		
6.8.6.3	Approval to proceed through project gateways	Complex Projects Committee	OCL Board	OCL Board	CEO		
6.8.6.4	Oversight of the project	Complex Projects Committee	Complex Projects Committee				
6.8.6.5	Authorisation of Project Changes	Complex Projects Committee	OCL Board	OCL Board			
6.8.6.6	Delegation of authority to make decisions about the project	OCL Board	OCL Board				
6.8.6.7	Decision of continue with the project or approve closure	OCL Board	OCL Board		CEO		

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7 Appendix 1 - Oasis Family Accountability Matrix

Oasis Community Learning (OCL) exists as part of the Oasis Charitable Trust (OCT) group of charities. This appendix is included for information and outlines the responsibilities where there is an activity which has applicability across the family of organisations. The OCL operational duties delegated by the OCL board to the OCL executive are outlined in the main body of this document.

	Delegated Duty	P Perform	A Accountable	SC Senior Control	C Control	ES Expert Suggest	S Suggest	I Inform	Notes
7.1.1 Vision, mission, ethos and culture									
7.1.1.1	Developing the overall vision, mission, core narrative and end goals of Oasis	Group COP, Oasis Founder, Group Ethos/ Form Dir, Group Strategy Officer (OCL CEO), Group People Director (OCL P&C Dir), Group External Affairs Dir	Group CEO,	Oasis Board	Oasis Founder	OCL Board, OCP Board, OCH Board, ORT Board, ORT COO, OCH CEO, OCP CEO, OCL CEo		COO, Dir (P,C&OD), ND L&D, CFO, ND Dir (Sec), ND Dir (Pri), Dir MET	
7.1.1.2	Holding the functions of Oasis accountable for acting within the overall vision, mission, core narrative and end goals	Group COP, Group Ethos/ Form Dir, Group Strategy Officer (OCL CEO), Group People Director (OCL P&C Dir),	Group CEO,	Oasis Board			Oasis Founder, ORT COO, OCH CEO, OCP CEO, OCL CEo		
7.1.1.3	Holding each function of Oasis accountable for acting in accordance with the ethos	Oasis Board, Group COO, Group Ethos/ Form Dir, Group Strategy Officer (OCL CEO), Group People Director (OCL P&C Dir)	Group CEO	Oasis Board			Oasis Founder, ORT COO, OCH CEO, OCP CEO, OCL CEo		
7.1.1.4	Holding the whole organisation accountable for holding theology at the core of identity	Group COO, Oasis Founder, Group Ethos/ Form Dir, Group Strategy Officer (OCL CEO)	Group CEO	Oasis Board,			Group People Director (OCL P&C Dir), ORT COO, OCH CEO, OCP CEO, OCL CEo		
7.1.1.5	Developing the People Statement of Intent	Group CEO, Group COO, Group Ethos/ Form Dir, Group Strategy Officer (OCL CEO)	Group People Director (OCL P&C Dir)	Oasis Board	Group CEO	OCL Board, OCP Board, OCH Board, ORT Board, Oasis Founder, ORT COO,	COO, ND L&D, CFO, ND Sec, Nat NE Pri, Dir MET		



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	Delegated Duty	P Perform	A Accountable	SC Senior Control	C Control	ES Expert Suggest	S Suggest	I Inform	Notes
						OCH CEO, OCP CEO, OCL CEdO			
7.1.1.6	Enacting the People Statement of Intent in the Education Function	Group Ethos/ Form Dir, OCL CEO, ND L&D, CFO	Dir (P,C&OD)	OCL Board	Oasis Board, Group CEO, OCL CEO	OCL CEdO, COO, ND Sec, ND Pri, Dir MET		Group COO, Oasis Founder	
7.1.1.7	Developing the educational narrative	Group COO, Oasis Founder, OCL CEO, OCL CEdO	Group CEO	Oasis Board		OCL Board, Group Ethos/ Form Dir, ND L&D, ND Sec, ND Pri, Dir MET	COO, Dir (P,C&OD), CFO	Group External Affairs Dir	
7.1.1.8	Ensuring compliance with the educational narrative within the education function	Group CEO, OCL CEdO, ND Sec, ND Pri, Dir MET	OCL CEO	OCL Board	Group CEO		Group Ethos/ Form Dir, COO, Dir (P,C&OD), ND L&D, CFO	Oasis Board, Group COO, Oasis Founder	
7.1.1.9	Designing an organisational shape within the education function that can enact the educational narrative	Group CEO, OCL CEdO, COO, Dir (P,C&OD), CFO, ND Sec, ND Pri, Dir MET	OCL CEO	OCL Board	Group CEO		Group Ethos/ Form Dir, ND L&D	Oasis Board, Group COO, Oasis Founder, Group External Affairs Dir, ORT COO, OCH CEO, OCP CEO	
7.1.1.10	Developing the national and local missional framework for Oasis (high level national exec structure, local Hub model, restorative model)	Group COO, Group Strategy Officer (OCL CEO)	Group CEO	Oasis Board		OCL Board, OCP Board, OCH Board, ORT Board, Oasis Founder, Group Ethos/ Form Dir, Group People Director (OCL P&C Dir), ORT COO, OCH CEO, OCP CEO, OCL CEdO	Group External Affairs Dir	COO, ND L&D, CFO, ND Sec, ND Pri, Dir MET	
7.1.1.11	Developing the model of community transformation	Group COO, Group Strategy Officer (OCL CEO), OCP CEO, OCL CEdO	Group CEO	Oasis Board		OCL Board, OCP Board, Oasis Founder, Group Ethos/ Form Dir, Group People Director (OCL P&C Dir)	OCH Board, ORT Board, ORT COO, OCH CEO, COO, ND L&D, CFO, ND Sec, ND Pri, Dir MET	Group External Affairs Dir	
7.1.1.12	Developing the model of restoration	Group COO, Group Ethos/ Form Dir, Group Strategy Officer (OCL CEO), ORT COO, OCH CEO, OCL CEdO	Group CEO	Oasis Board		OCL Board, OCP Board, OCH Board, ORT Board, Oasis Founder, Group People Director (OCL P&C Dir), OCP CEO	COO, ND L&D, CFO, ND Sec, ND Pri, Dir MET	Group External Affairs Dir	



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	Delegated Duty	P Perform	A Accountable	SC Senior Control	C Control	ES Expert Suggest	S Suggest	I Inform	Notes
7.1.1.13	Designing overall Oasis organisational shape to enact the missional frameworks	Group COO, Group Strategy Officer (OCL CEO)	Group CEO	Oasis Board		OCL Board, OCP Board, OCH Board, ORT Board	Oasis Founder, Group Ethos/ Form Dir, Group People Director (OCL P&C Dir), ORT COO, OCH CEO, OCP CEO, OCL CEoO	Group External Affairs Dir, COO, ND L&D, CFO, ND Sec, ND Pri, Dir MET	
7.1.1.14	Developing the Oasis brand	Group CEO, Oasis Founder, Group People Director (OCL P&C Dir), Group External Affairs Dir	Group COO	Oasis Board	Group CEO	OCL Board, OCP Board, OCH Board, ORT Board, Group Ethos/ Form Dir, Group Strategy Officer (OCL CEO)	ORT COO, OCH CEO, OCP CEO, OCL CEoO	COO, ND L&D, CFO, ND Sec, ND Pri, Dir MET	
7.1.2 Strategy and communications									
7.1.2.1	Developing the overall Oasis strategy	Group COO, Oasis Founder, Group Ethos/ Form Dir, Group Strategy Officer (OCL CEO), Group People Director (OCL P&C Dir), Group External Affairs Dir, ORT COO, OCH CEO, OCP CEO, OCL CEoO	Group CEO	Oasis Board		OCL Board, OCP Board, OCH Board, ORT Board		COO, ND L&D, CFO, ND Sec, ND Pri, Dir MET	
7.1.2.2	Developing a framework/ process for enacting the overall Oasis strategy	Group CEO, Group COO	Group Strategy Officer (OCL CEO)	Oasis Board	Group CEO		Oasis Founder, Group Ethos/ Form Dir, Group People Director (OCL P&C Dir)	OCL Board, OCP Board, OCH Board, ORT Board	
7.1.2.3	Developing the high level strategic direction and overall objectives for the education function, which are appropriate and further the overall Oasis narrative and framework	Group CEO, Group Ethos/ Form Dir, OCL CEoO, COO, Dir (P,C&OD), ND L&D, CFO, ND Sec, ND Pri, Dir MET	OCL CEO	OCL Board	Oasis Board, Group CEO	Group COO, Oasis Founder	OCP CEO	OCP Board, OCH Board, ORT Board, Group External Affairs Dir, ORT COO, OCH CEO	



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	Delegated Duty	P Perform	A Accountable	SC Senior Control	C Control	ES Expert Suggest	S Suggest	I Inform	Notes
7.1.2.4	Developing the budgetary direction for the education function in line with the high-level strategy and objectives	Group CEO, OCL CEEdO, COO, CFO	OCL CEO	OCL Board	Oasis Board, Group CEO	Dir (P,C&OD), ND L&D, ND Sec, ND Pri, Dir MET	OCP CEO	Group COO, Oasis Founder, Group Ethos/Form Dir, Group External Affairs Dir, ORT COO, OCH CEO	
7.1.2.5	Developing the detailed strategy for delivery of the education function	OCL CEEdO, COO, Dir (P,C&OD), ND L&D, CFO, ND Sec, ND Pri, Dir MET	OCL CEO	OCL Board		Group CEO	Oasis Board, Group Ethos/Form Dir	OCP Board, OCH Board, ORT Board, Group COO, Oasis Founder, Group External Affairs Dir, ORT COO, OCH CEO, OCP CEO	
7.1.2.6	Ensuring quality educational delivery and outcomes	ND Sec, ND Pri, Dir MET	OCL CEEdO	OCL Board	OCL CEO	COO, Dir (P,C&OD), ND L&D, CFO	Oasis Board	Group CEO	
7.1.2.7	Ensuring quality organisational delivery and outcomes	COO, Dir (P,C&OD), ND L&D, CFO	OCL CEO	OCL Board		OCL CEEdO, ND Sec, ND Pri, Dir MET	Oasis Board		
7.1.2.8	Intervention around significant exception poor performance/ reputational risk in the education function	Group CEO, Group COO, OCL CEEdO, COO, Dir (P,C&OD), ND L&D, CFO, ND Sec, ND Pri, Dir MET	OCL CEO	OCL Board	Oasis Board, Group CEO			Oasis Founder	
7.1.2.9	Communications around significant exception poor performance/ reputational risk in the education function	Group CEO, Group COO, Oasis Founder, OCL CEEdO, COO, Dir (P,C&OD), ND L&D, CFO, ND Sec, ND Pri, Dir MET	OCL CEO	OCL Board	Oasis Board, Group CEO				
7.1.2.10	Making organisational design changes within the education function that have a significant impact on the wider framework and narrative of Oasis	Group CEO, OCL CEEdO, COO, Dir (P,C&OD), CFO	OCL CEO	Oasis Board	OCL Board, Group CEO		Group COO	ND L&D, ND Sec, ND Pri, Dir MET	
7.1.2.11	Making organisational design changes that only have an impact on quality delivery within the education function	OCL CEEdO, COO, Dir (P,C&OD), ND L&D, CFO	OCL CEO	OCL Board		Group CEO, ND Sec, ND Pri, Dir MET	Oasis Board, Group COO, Group Ethos/Form Dir	Oasis Founder, Group External Affairs Dir	



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	Delegated Duty	P Perform	A Accountable	SC Senior Control	C Control	ES Expert Suggest	S Suggest	I Inform	Notes
7.1.2.12	Developing complex and cross-Oasis building projects from within the education function		Oasis Founder	OCL Board	OCL CEO	OCL CEo, CFO	Oasis Board, Group CEO, COO		
7.1.2.13	Internal communication with all Oasis staff around One Oasis culture/ issues	Group COO, Oasis Founder, Group Strategy Officer (OCL CEO), Group People Director (OCL P&C Dir)	Group CEO	Oasis Board		Group Ethos/ Form Dir, Group External Affairs Dir, ORT COO, OCH CEO, OCP CEO, OCL CEo			
7.1.2.14	Internal communication with all education function staff on issues relating to education function	OCL CEo, Dir (P,C&OD)	OCL CEO	OCL Board	Group CEO	COO, ND L&D, CFO, ND Sec, ND Pri, Dir MET			
7.1.2.15	Significant press/ external communication spoken in a One Oasis voice	Group COO, Oasis Founder, Group Strategy Officer (OCL CEO), Group External Affairs Dir	Group CEO	Oasis Board		OCL Board, OCP Board, OCH Board, ORT Board, Group Ethos/ Form Dir, Group People Director (OCL P&C Dir), ORT COO, OCH CEO, OCP CEO, OCL CEo			
7.1.3 Governance and regulatory compliance									
7.1.3.1	Developing the overall Oasis national and local governance framework	Group COO, Group Strategy Officer (OCL CEO)	Group CEO	Oasis Board		OCL Board, OCP Board, OCH Board, ORT Board, Oasis Founder, ORT COO, OCH CEO, OCP CEO, OCL CEo		Group Ethos/ Form Dir, Group People Director (OCL P&C Dir), Group External Affairs Dir, COO, ND L&D, CFO, ND Sec, ND Pri, Dir MET	
7.1.3.2	Appointing C Suite roles in education function	OCL Board		OCL Board	Group CEO	Oasis Board, Oasis Founder	Group COO	OCP Board, OCH Board, Group Ethos/ Form Dir ORT Board, Group People Director (OCL P&C Dir), Group External Affairs Dir, ORT COO, OCH CEO, OCP CEO, OCL CEO	
7.1.3.3	Appointing Nat Dir roles in education function	OCL Board, OCL CEo	OCL CEO	OCL Board			Group CEO	Group COO, Oasis Founder, Group Ethos/ Form Dir, Group People Director (OCL P&C Dir), Group External Affairs	



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	Delegated Duty	P Perform	A Accountable	SC Senior Control	C Control	ES Expert Suggest	S Suggest	I Inform	Notes
								Dir, ORT COO, OCH CEO, OCP CEO	
7.1.3.4	Appointing education function trustees	OCL Board, Group CEO, OCL CEO	Oasis Board	Oasis Board	OCL Board	Oasis Founder, OCL CEEdO			
7.1.3.5	Setting the salary of the education function CEO	Group CEO	OCL Board	OCL Board	Oasis Board				
7.1.3.6	Ensuring that all education function trustees are fit for role	OCL Board, Group CEO, OCL CEO	Oasis Board	Oasis Board		Oasis Founder			
7.1.3.7	Ensuring smooth working/ communication across the governance structure	Oasis Board, OCL Board, OCP Board, OCH Board, ORT Board, Group COO, Oasis Founder, ORT COO, OCH CEO, OCP CEO, OCL CEO	Group CEO	Oasis Board					
7.1.3.8	Assessment of the combined risk profile/ compliance across Oasis	Oasis Board, Group CEO, Group Strategy Officer (OCL CEO), ORT COO, OCH CEO, OCP CEO, OCL CEEdO, COO	Group COO	Oasis Board			Oasis Founder, Group Ethos/ Form Dir, Group People Director (OCL P&C Dir), Group External Affairs Dir		
7.1.3.9	Ensuring that no part of Oasis is taking undue/ unmanaged reputational risk	OCL Board, Group CEO, Group External Affairs Dir, OCL CEO, OCL CEEdO	Group COO	Oasis Board	Group CEO				
7.1.3.10	Ensuring that quality risk management is taking place within the education function	COO, CFO	OCL CEO	OCL Board	Oasis Board, Group CEO	Dir (P,C&OD), ND L&D, ND Sec, ND Pri, Dir MET			
7.1.3.11	Delivering quality risk management/ compliance within the education function	OCL Board, OCL CEEdO, COO, Dir (P,C&OD), ND L&D, CFO, ND Sec, ND Pri, Dir MET	OCL CEO	OCL Board				Oasis Board	



	Delegated Duty	P Perform	A Accountable	SC Senior Control	C Control	ES Expert Suggest	S Suggest	I Inform	Notes
7.1.3.12	Ensuring financial regularity within the education function	CFO	OCL CEO	OCL Board		COO		Oasis Board, Group CEO	

7 Appendix