



STRATEGIC LEADERSHIP - ROLES AND RESPONSIBILITIES 20/21

(Read in conjunction with the Abingdon Learning Trust Scheme of Delegation and Policy Matrix)

Members	Trust Board	Secondary Board (SB)/Local Academy Boards (LABs)	Executive (CEO, CFO, Primary and Secondary Directors)	Executive Headteacher (EHT)	Headteacher (HT)	Head of School (HoS)
STRATEGIC DIRECTION (VISION, VALUES, PLANNING, STANDARDS)						
<p>Review and amend the Articles of Association</p> <p>Change the name of the Trust</p> <p>To receive the Annual Report from Trustees on the performance of the Trust</p>	<p>Set out the Trust's vision, values, principles (ethos) and goals</p> <p>Approve and annually review Trust Strategic (1+ years) Business and 1-year Development Plans</p> <p>Agree Key Performance Indicators for the Trust and monitor progress toward these</p> <p>Approve School Performance Targets</p>	<p>Carry forward the Trust's vision, values, ethos and goals</p> <p>In consultation with EHT/HT/HoS oversee the implementation of the vision, values and ethos of a school/s</p> <p>Recommend school/s strategic (1+ years) improvement plans for Trust Board approval</p> <p>Recommend School/Performance targets for Trust Board approval</p> <p>Approve and monitor the progress of school/s 1-year development plans</p>	<p>Advise the Trust Board in setting the vision, values and ethos of the Trust</p> <p>Promote and monitor the implementation of the Trust's vision, values and goals</p> <p>Develop, for Trust Board approval, implement and review the Trust's Strategic/Business Plan</p> <p>Develop and implement Trust 1-year improvement plans</p> <p>Approve and monitor school strategic (1+</p>	<p>Promote and monitor the implementation of the Trust's vision, values and goals</p> <p>Develop, for SB approval, and implement the vision, values and ethos for an educational phase</p> <p>In consultation with HoS, develop for SB approval, short- and long-term improvement plans and targets for the secondary provision</p> <p>Attend meetings of the SB and Trustees as required to provide regular reports, risk assessments, action plans and guidance</p> <p>Secure professional advice on behalf of SB as may be requested</p>	<p>Develop for LAB approval, and implement the vision, values and ethos of the school (consistent with the Trust's vision and values)</p> <p>Develop and recommend to the LAB and CEO short- and long-term improvement plans and targets for the school</p> <p>Attend meetings of the LAB as required to provide regular reports, risk assessments, action plans and guidance</p>	<p>Develop for LAB approval, and implement the vision, values and ethos of the school (consistent with the Trust's vision and values)</p> <p>In consultation with the EHT, develop and recommend to the LAB short- and long-term improvement plans and targets for the school</p> <p>Attend meetings of the LAB as required to provide regular reports, risk assessments,</p>

Members	Trust Board	Secondary Board (SB)/Local Academy Boards (LABs)	Executive (CEO, CFO, Primary and Secondary Directors)	Executive Headteacher (EHT)	Headteacher (HT)	Head of School (HoS)
			<p>years) improvement plans and recommend targets for Trust Board approval</p> <p>Attend meetings of the Trustees as required to provide regular reports, risk assessments, action plans and guidance</p> <p>Support Trustees in the preparation and presentation of the Annual Report</p> <p>Secure professional advice on behalf of Trustees as may be requested</p>		Secure professional advice on behalf of LAB as may be requested	<p>action plans and guidance</p> <p>Secure professional advice on behalf of LAB/SB as may be requested</p>
POLICIES						
To consider complaints against Trustees or the Trust Board in line with Trust policy	Approve, review, amend and ensure (monitor and evaluate) Trust policies	<p>Ensure (monitor and evaluate) the implementation of Trust and statutory policies in the school/s</p> <p>Within Trust guidelines, approve, review and ensure (monitor and</p>	<p>Support Trustees and schools in the preparation and monitoring of Trust wide policy requirements</p> <p>Approve individual school</p>	<p>Ensure the implementation of Trust-wide policies reporting issues of non-compliance promptly to the CEO and SB</p> <p>Support SB and schools in the preparation and</p>	<p>Implement Trust-wide policies reporting issues of non-compliance promptly to the CEO and LAB</p> <p>Develop, for LAB approval (see</p>	<p>Implement Trust-wide policies reporting issues of non-compliance promptly to the EHT and SB</p> <p>Develop, for LAB approval (see</p>

Members	Trust Board	Secondary Board (SB)/Local Academy Boards (LABs)	Executive (CEO, CFO, Primary and Secondary Directors)	Executive Headteacher (EHT)	Headteacher (HT)	Head of School (HoS)
		evaluate) School/s policies	adjustments to Trust policy Provide reports to Trustees on compliance with Trust policies, including actions taken and recommendations for further action if required	monitoring of school policies	Trust Policy Matrix), implement and report to the LAB on the effectiveness of school policies	Trust Policy Matrix), implement and report to the EHT and SB on the effectiveness of school policies

GOVERNANCE ORGANISATION (STRUCTURES AND DELEGATIONS)

Review and amend the Articles of Association	Approve, review and amend - Scheme of Delegation	If delegated (see SoD): determine committee structures and terms of reference	Advise and support the Trust Board in the review and amendment of delegations and terms of reference	Advise and support the CEO and SB in the review and amendment of delegations and terms of reference	Advise and support the CEO and LAB in the review and amendment of delegations and terms of reference	Advise and support the EHT and LAB in the review and amendment of delegations and terms of reference
Appoint Trustees	- This roles and functions matrix - Terms of Reference for Trust Committees (inc SB/LABs) Appoint and remove - Company Secretary - Clerks to Trustees, SB and LABs - LAB/SB governors (except for elected positions)	Appoint and remove governors with specific responsibilities (safeguarding, finance, SEND, pupil premium) Make arrangements for the election of staff and parent governors Implement and respond to the outcomes of governance evaluations to develop the capacity, capability, resilience and	Oversee and contribute to evaluations of governance and support the Trust Board in implementing governance improvement and development plans Support Trustees in the appointment process for the	Support Trustees in the appointment process for Clerks, SB and LAB chairs Contribute to evaluations of governance and support the CEO, SB and LABs in implementing governance improvement and development plans Advise and support the SB and LABs in developing procedures	Support Trustees in the appointment process for Clerks and LAB chairs Contribute to evaluations of governance and support the CEO and LAB in implementing governance improvement and	Support Trustees in the appointment process for Clerks, SB and LAB chairs Contribute to evaluations of governance and support the EHT, SB and LABs in implementing governance

Members	Trust Board	Secondary Board (SB)/Local Academy Boards (LABs)	Executive (CEO, CFO, Primary and Secondary Directors)	Executive Headteacher (EHT)	Headteacher (HT)	Head of School (HoS)
	<p>- Chairs of Trust committees (inc SB/LAB)</p> <p>- Vice Chairs of SB/LAB</p> <p>Determine and implement procedures for evaluating the effectiveness of governance across all Trust tiers and implement these for the Trust Board to develop capacity, capability and resilience</p>	<p>effectiveness of the LAB/SB</p> <p>Develop and implement a means whereby the school/s can receive and react to stakeholder (students, parents, staff, community etc) feedback</p>	<p>Company Secretary, Clerks, SB and LAB chairs</p>	<p>for receiving and responding to stakeholder feedback and maintaining relationships with the community</p>	<p>development plans</p> <p>Advise and support the LAB in developing procedures for receiving and responding to stakeholder feedback and maintaining relationships with the community</p>	<p>improvement and development plans</p> <p>Advise and support the SB and LABs in developing procedures for receiving and responding to stakeholder feedback and maintaining relationships with the community</p>
RISK MANAGEMENT						
	<p>Ensure that risk and audit responsibilities are clearly and appropriately delegated and agree the Trust's risk management principles</p> <p>Agree and regularly (at least annually at Board level [AFH]) review the risk</p>	<p>In consultation with the EHT, HT/HoS agree the risk management principles for the school/s</p> <p>Oversee and ensure risk management strategies to include regular (at least annual) review of the school/s risk register and monitoring the</p>	<p>Prepare, regularly review and maintain the risk register for the Trust</p> <p>Support school leaders, SB and LABs in implementing Trust risk management arrangements including to ensure risk</p>	<p>Prepare, regularly review and maintain the risk register for the Secondary Schools</p> <p>Ensure the progress of mitigation plans</p> <p>Support school leaders, SB and LABs in implementing Trust risk management arrangements including to ensure risk registers</p>	<p>Implement Trust risk management arrangements including to ensure risk registers are in place, up to date and in use for the school</p> <p>Progress mitigation plans and escalate issues of concern (high risk, non-</p>	<p>Implement Trust risk management arrangements including to ensure risk registers are in place, up to date and in use for the school</p> <p>Progress mitigation plans and escalate issues of concern (high risk, non-</p>

Members	Trust Board	Secondary Board (SB)/Local Academy Boards (LABs)	Executive (CEO, CFO, Primary and Secondary Directors)	Executive Headteacher (EHT)	Headteacher (HT)	Head of School (HoS)
	<p>register and monitor the progress of mitigation plans</p> <p>Approve insurance arrangements</p>	<p>progress of mitigation plans</p> <p>Receive and respond to EHT/HT/HoS reports on risk</p> <p>Review with the EHT/HT/HoS decisions on school closures</p>	<p>registers are in place and in use in Trust schools</p> <p>Alert the Trust Board to issues of high risk and develop and implement appropriate mitigation plans</p> <p>Advise EHT/HT/HoS in considering school closure</p>	<p>are in place, up to date and in use</p> <p>Progress mitigation plans and escalate issues of concern (high risk, non-compliance) promptly to the CEO and SB</p> <p>Advise HoS in considering school closure</p>	<p>compliance) promptly to the CEO and LAB</p> <p>Take decisions on school closures in line with school risk assessments and policies</p>	<p>compliance) promptly to the EHT and LAB</p> <p>Take decisions on school closures in line with school risk assessments and policies</p>

STAFFING: STRATEGIC

	<p>Ensure that HR responsibilities are clearly and appropriately delegated</p> <p>Approve Trust-wide policies, annual pay award and staff terms and conditions</p> <p>Approve Trust staff structure and management structures across the Trust (within budget plans)</p>	<p>Oversee and ensure the implementation of Trust and school HR policies including to establish panels as necessary</p> <p>Ensure effective communication between EHT/HT/HoS and CEO</p> <p>Support the EHT/HT/HoS in the review and recommendations to the CEO for change to the school's staffing structure</p>	<p>Advise Trustees on suitable Trust-wide policies and procedures and ensure their effective implementation</p> <p>Monitor, review and, where delegated approve staffing changes (including appointments and restructures within budget) across the Trust</p> <p>Make recommendations</p>	<p>Ensure the effective implementation of Trust-wide policies</p> <p>Recommend staffing requirements with each School budget</p> <p>Approve applications for early retirement, secondment and leave of absence</p> <p>Propose staff restructures and redundancies for CEO and Trustee approval</p>	<p>Implement Trust-wide policies</p> <p>Approve applications for early retirement, secondment and leave of absence</p> <p>Recommend staffing requirements within the School budget</p> <p>Propose staff restructures and redundancies for CEO and Trustee approval</p>	<p>Implement Trust-wide policies</p> <p>Recommend staffing requirements within the School budget</p> <p>Recommend applications for early retirement, secondment and leave of absence</p>
--	--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------	-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------	-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------	----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------	------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------	------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------

Members	Trust Board	Secondary Board (SB)/Local Academy Boards (LABs)	Executive (CEO, CFO, Primary and Secondary Directors)	Executive Headteacher (EHT)	Headteacher (HT)	Head of School (HoS)
	Approve staff restructures where there are financial implications outside the budget cycle Approve school staff redundancies		to the Trustees on staffing structure changes where there are financial implications			

STAFFING: RECRUITMENT AND PERFORMANCE MANAGEMENT: Working through panels where required:

	<p>Appoint, performance manage, suspend, and dismiss the CEO (acting through a panel)</p> <p>Approve Trust executive staff appointments</p> <p>Appoint, suspend, approve the return and dismiss the Company Secretary and Clerks</p> <p>Approve the appointment or dismissal of members of the Executive Team considering the recommendations</p>	<p>Participate in the recruitment and performance reviews of EHT/HT/HoS</p> <p>Support the EHT/HT/HoS in recruitment procedures to ensure the school is fully staffed</p> <p>Approve appointments to senior leadership positions considering the recommendations of the EHT/HT/HoS</p> <p>Conduct the performance review of the Clerk to the SB or LAB, with the EHT or CEO and, if necessary, make recommendations to</p>	<p>CEO ONLY: Make recommendations to the Board for the appointment or dismissal of members of the Executive (excluding CEO) and undertake their performance reviews</p> <p>Complete performance review, suspend and approve the return of Executive Team (excluding CEO) members</p> <p>Working with the SB performance review, suspend and approve the</p>	<p>Support the CEO in the recruitment and appointment of the HoS</p> <p>Working with the LAB performance review the HoS and if necessary, make recommendations to CEO for suspension or dismissal</p> <p>Within the agreed staffing structure recommend senior leadership, teaching and non-teaching appointments to the CEO (and SB for Senior leadership)</p> <p>Ensure the performance management of staff in the schools (delegating as appropriate)</p>	<p>Conduct the performance management of staff in the school (delegating as appropriate)</p> <p>Within the agreed staffing structure recommend senior leadership to appointments LAB and consult with CEO</p> <p>Suspend or approve the return of senior leadership, teaching and non-teaching staff in consultation with the CEO</p>	<p>Conduct the performance management of staff in the school (delegating as appropriate)</p> <p>Within the agreed staffing structure recommend senior leadership, teaching and non-teaching appointments to the CEO (and LAB for SLT)</p> <p>Make recommendations to the EHT for the suspension or return of staff in the school</p>
--	---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------	----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------	-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------	--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------	---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------	--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------

Members	Trust Board	Secondary Board (SB)/Local Academy Boards (LABs)	Executive (CEO, CFO, Primary and Secondary Directors)	Executive Headteacher (EHT)	Headteacher (HT)	Head of School (HoS)
	<p>of the CEO and relevant panels</p> <p>Approve the dismissal HT or HoS considering the recommendations of the CEO and relevant panels</p>	<p>the SB/LAB for dismissal</p>	<p>return of the EHT (making recommendations to the Trust Board for appointment and dismissal)</p> <p>Working with the LAB appoint, performance review, suspend, approve the return of the HT (making recommendations to Trustees for dismissals)</p> <p>Working with the EHT and SB appoint, suspend and approve the return of the HoS</p> <p>Support the SB/LAB in appointing senior school leaders</p> <p>Appoint, performance review, suspend, and approve the return members of the Central Team</p> <p>Conduct the performance</p>	<p>Suspend or approve the return of senior leadership, teaching and non-teaching staff in consultation with the CEO</p>		

Members	Trust Board	Secondary Board (SB)/Local Academy Boards (LABs)	Executive (CEO, CFO, Primary and Secondary Directors)	Executive Headteacher (EHT)	Headteacher (HT)	Head of School (HoS)
			<p>review of the Company Secretary and Clerk to the Trust Board and, if necessary, make recommendations to the Trust Board for dismissal</p> <p>Support the Trust Board in the recruitment of the Company Secretary and Clerks</p>			
FINANCE: COMPLIANCE						
<p>Appoint external auditors</p>	<p>Oversee and monitor the financial governance and operation of the Trust</p> <p>Appoint an Accounting Officer</p> <p>Appoint a Finance committee</p> <p>Ensure proper financial controls are in place and monitor their implementation including maintaining a</p>	<p>Oversee and monitor the financial governance and operation of the school/s</p> <p>Consider the appointment of a finance committee or governor with delegated responsibility for finance</p> <p>Oversee the maintenance of a register of business and pecuniary interests for the school/s</p>	<p>Fulfil the role of Accounting Officer</p> <p>Ensure proper financial controls are in place across the Trust</p> <p>Maintain a register of business and pecuniary interests for the Executive Team and ensure that the Trust's register is complete and up to date</p>	<p>Ensure proper financial controls are in place across the schools</p> <p>To have oversight of provision of free school meals to pupils who meet the criteria through the HoSch</p> <p>To set up procedures for and to approve staff expenses at the schools</p> <p>To maintain a register of business and pecuniary interests for the schools</p>	<p>Ensure proper financial controls are in place in the School</p> <p>To set up procedures for and to approve staff expenses at the school</p> <p>To ensure the provision of free school meals to pupils who meet the criteria</p> <p>To maintain a register of business and</p>	<p>Ensure proper financial controls are in place in the School (if delegated)</p> <p>To set up procedures for and to approve staff expenses at the school</p> <p>To ensure the provision of free school meals to pupils who meet the criteria</p> <p>To maintain a register of</p>

Members	Trust Board	Secondary Board (SB)/Local Academy Boards (LABs)	Executive (CEO, CFO, Primary and Secondary Directors)	Executive Headteacher (EHT)	Headteacher (HT)	Head of School (HoS)
	<p>register of business and pecuniary interests</p> <p>Appoint internal auditors</p> <p>Sign off annual accounts and report</p> <p>Approve the financial scheme of delegation</p> <p>Approve Central Charges to schools</p> <p>Establish a charging and remissions policy and keep this under review</p> <p>Approve a Trustee/governor expenses policy</p>	<p>Ensure the provision of free school meals to pupils who meet the criteria</p>	<p>Set up and approve staff expenses for the Executive Team</p> <p>Open bank accounts</p> <p>Support the appointment process for internal and external auditors</p> <p>Respond to Audit recommendations and requirements</p> <p>Provide termly reports to the Trustees regarding financial risk</p>		<p>pecuniary interests for the school</p>	<p>business and pecuniary interests for the school</p>
FINANCE: BUDGET PLANNING AND MONITORING						
	<p>Approve Trust and School 3-year budget plans</p> <p>Approve Trust and School 1-year budgets</p>	<p>Recommend the school's annual and 3-year budgets for Trustee approval</p> <p>Monitor income, expenditure and cash flow for the school/s</p>	<p>Prepare and recommend to Trustees the annual and 3-year budget for the Trust and its schools</p>	<p>Prepare the annual and 3-year budget for the schools</p> <p>Monitor income, expenditure, cash flow and balance sheet for the schools</p>	<p>With the support of relevant staff prepare the annual and 3-year budget for the school</p>	<p>With the support of relevant staff prepare the annual and 3-year budget for the school</p>

Members	Trust Board	Secondary Board (SB)/Local Academy Boards (LABs)	Executive (CEO, CFO, Primary and Secondary Directors)	Executive Headteacher (EHT)	Headteacher (HT)	Head of School (HoS)
	<p>Approve any significant changes to the approved budget</p> <p>Monitor income, expenditure, cash flow and balance sheet of the Trust</p> <p>Receive and respond to termly reports from the CEO on financial risk</p>	<p>Ensure variations from budget are understood and action is taken to bring the school back into budget</p> <p>Receive and respond to termly reports from the EHT/HT/HoS on financial risk</p>	<p>Monitor income, expenditure, cash flow and balance sheet for the schools and Trust</p>	<p>Present monitoring reports to the SB including advice on financial risk</p>	<p>Monitor income, expenditure, cash flow and balance sheet for the school</p> <p>Present monitoring reports to the LAB including advice on financial risk</p>	<p>Monitor income, expenditure, cash flow and balance sheet for the school</p> <p>Present monitoring reports to the LAB including advice on financial risk</p>
FINANCE: CONTRACTS						
	<p>Adopt and ensure (monitor and evaluate) a Trust-wide procurement policy including to manage Conflicts of Interest</p> <p>Set the delegated levels of authority for contracts</p> <p>Approve contracts in accordance with our Financial Handbook</p> <p>Identify contracts with constitute related party transactions and</p>	<p>Support the Trust Board in its monitoring and evaluation of the delivery of Central Services and functions / services provided or procured for the Trust</p> <p>Monitor and evaluate contracts entered into by the school for compliance, value for money and impact</p>	<p>Monitor and ensure the effective implementation of the Trust's procurement policy and controls</p> <p>Enter into contracts up to the limits of delegation within an agreed budget</p> <p>Make payments within agreed financial limits</p> <p>Support trustees in monitoring and evaluating</p>	<p>Monitor and ensure the effective implementation of the Trust's procurement policy and controls</p> <p>Enter into contracts up to the limits of delegation within an agreed budget</p> <p>Make payments within agreed financial limits</p> <p>Support SB and CEO in monitoring and evaluating contracts and services</p>	<p>Monitor and ensure the effective implementation of the Trust's procurement policy and controls</p> <p>Enter into contracts up to the limits of delegation within an agreed budget</p> <p>Make payments within agreed financial limits</p> <p>Support LAB in monitoring and</p>	<p>Implement the Trust's procurement policy and controls</p> <p>Enter into contracts up to the limits of delegation within an agreed budget</p> <p>Make payments within agreed financial limits</p> <p>Support the EHT and SB in monitoring and evaluating</p>

Members	Trust Board	Secondary Board (SB)/Local Academy Boards (LABs)	Executive (CEO, CFO, Primary and Secondary Directors)	Executive Headteacher (EHT)	Headteacher (HT)	Head of School (HoS)
	<p>seek ESFA approval</p> <p>Monitor and evaluate contracts entered into by the Trust for compliance, value for money and impact</p>		contracts and services		evaluating contracts and services	contracts and services

CURRICULUM AND STANDARDS

	<p>Appoint an education standards (academic and pastoral) committee</p> <p>Review, approve and monitor educational performance targets recommended by the CEO</p> <p>Determine a Trust curriculum statement to ensure a balanced and broadly based curriculum</p>	<p>Oversee and monitor the educational performance of the school</p> <p>Inline with Trust guidance, approve, review and ensure school policies related to curriculum and educational standards (e.g. assessment)</p> <p>Approve the curriculum proposed by the EHT/HT/HoS (in line with the Trust's principles)</p> <p>Ensure effective processes are in place</p>	<p>Oversee and ensure the implementation of Trust curriculum guidance</p> <p>Provide termly reports to Trustees regarding educational risk</p> <p>Oversee target setting for pupil achievement and progress and monitor performance against targets</p> <p>Monitor the key metric figures</p>	<p>Recommend a curriculum plan for adoption by the SB/LABs</p> <p>Assure that the curriculum is delivered at the schools, including compliance with any Funding Agreement requirements</p> <p>Assure provision for a daily act of worship and compliance</p> <p>Recommend to the CEO targets for pupil achievement and progress and oversee</p>	<p>Recommend and implement a curriculum plan for adoption by the LAB</p> <p>Ensure that the curriculum is delivered at the school, including compliance with any Funding Agreement requirements</p> <p>Make provision for a daily act of worship</p> <p>Recommend to the CEO targets</p>	<p>With the EHT develop and implement a curriculum plan for adoption by the LAB</p> <p>Ensure that the curriculum is delivered at the School, including compliance with any Funding Agreement requirements</p> <p>Make provision for a daily act of worship</p>
--	-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------	--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------	-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------	-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------	------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------	-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------

Members	Trust Board	Secondary Board (SB)/Local Academy Boards (LABs)	Executive (CEO, CFO, Primary and Secondary Directors)	Executive Headteacher (EHT)	Headteacher (HT)	Head of School (HoS)
	<p>meeting the requirements of the Funding agreement and to include</p> <ul style="list-style-type: none"> - a prohibition on the political indoctrination and a balanced treatment of political issues - a written policy on sex and relationship education <p>Determine a Trust policy on religious education and collective acts of worship</p> <p>Receive and respond to a termly report from the CEO regarding educational risks</p>	<p>for quality assuring teaching and learning, the curriculum, inclusion and sharing good practice</p> <p>Monitor the key metric figures reported from the EHT/HT/HoS relating to education standards</p> <p>Approve and monitor the 1-year development plan for the school</p> <p>Receive and respond to reports from the CEO/EHT/HT/HoS regarding educational risks</p> <p>SB: approve and monitor the 1-year development/alignment plan for secondary provision</p>	<p>reported by the EHT/HT/HoS relating to standards</p> <p>Ensure compliance with Trust and statutory policies and support the development of school specific policies as required</p>	<p>progress towards those targets</p> <p>Report key metric figures via the EHT's report to the CEO and SB</p> <p>Prepare and implement a 1-year Schools Development/Alignment Plan for approval by the SB and CEO</p> <p>Develop and recommend to the SB and CEO school specific policies supporting high standards and achievement</p> <p>Provide regular reports to the SB on aggregated educational achievements and risks from the secondary schools</p>	<p>for pupil achievement and progress and monitor progress towards those targets</p> <p>Report key metric figures via the HT's report to the CEO and LAB</p> <p>Prepare and implement a 1-year School Development Plan for approval by the LAB and CEO</p> <p>Develop and recommend to the LAB and CEO school specific policies supporting high standards and achievement</p> <p>Provide regular reports to the LAB on educational achievements and risks</p>	<p>Develop and recommend to the EHT targets for pupil achievement and progress and monitor progress towards those targets</p> <p>Report key metric figures via the HT's report to the EHT and LAB</p> <p>Prepare and implement a 1-year School Development Plan for approval by the LAB and CEO</p> <p>Develop and recommend to the LAB and EHT school specific policies supporting high standards and achievement</p> <p>Provide regular reports to the LAB on educational achievements and risks</p>

Members	Trust Board	Secondary Board (SB)/Local Academy Boards (LABs)	Executive (CEO, CFO, Primary and Secondary Directors)	Executive Headteacher (EHT)	Headteacher (HT)	Head of School (HoS)
SPECIAL EDUCATIONAL NEEDS & DISABILITIES (SEND)						
	<p>Determine a Trust SEND and Disability act policy</p> <p>Ensure compliance with the Disability and Discrimination Act (DDA) requirements within the Trust's schools</p>	<p>Oversee and ensure (monitor and evaluate) the implementation of the Trust's SEND policy</p> <p>With the EHT/HT/HoS review SEND plans (evaluate the impact of SEND spending and action plans) and approve the publication of the school/s annual SEND report</p>	<p>Oversee and ensure the implementation of the Trust's SEND policy</p> <p>Ensure compliance with DDA requirements within the Trust</p>	<p>Ensure that the schools' provision for SEND students has positive impact</p>	<p>Designate a teacher to be responsible for the co-ordination of SEND provision</p> <p>Liaise with the Local Authority in respect of students who have (or might have) SEND</p> <p>Make provision for SEND pupils with or without a statement or Education, Health and Care plan (EHCP)</p> <p>Ensure compliance with the DDA requirements within the school</p> <p>Prepare and recommend to the LAB the school's annual SEND report and ensure its publication to the school's website</p>	<p>Designate a teacher to be responsible for the co-ordination of SEND provision</p> <p>Liaise with the Local Authority in respect of students who have (or might have) SEND</p> <p>Make provision for SEND pupils with or without a statement or Education, Health and Care plan (EHCP)</p> <p>Ensure compliance with the DDA requirements within the school</p> <p>Prepare and recommend to the LAB the school's annual SEND report and ensure its publication to the school's website</p>

Members	Trust Board	Secondary Board (SB)/Local Academy Boards (LABs)	Executive (CEO, CFO, Primary and Secondary Directors)	Executive Headteacher (EHT)	Headteacher (HT)	Head of School (HoS)
SAFEGUARDING						
	<p>Adopt a Trust safeguarding and Child Protection Policy</p> <p>Identify a safeguarding Trustee</p> <p>Ensure that Trustees complete agreed annual safeguarding training</p>	<p>Oversee and ensure the implementation of the Trust's Safeguarding and Child Protection Policy and other associated policies (e.g Recruitment)</p> <p>If appropriate work with the EHT/HT/HoS to develop and recommend to the CEO school specific adaptations to the Trust's Child Protection policy for the school/s and oversee the implementation of these arrangements</p> <p>Appoint a LAB governor with lead responsibility for safeguarding</p> <p>Ensure the completion of the Single Central Record (SCR) and its regular up-dating</p> <p>Review, approve and ensure the timely submission of the school's annual safeguarding report</p>	<p>Ensure that each school has appointed a designated safeguarding lead (DSL) and a designated teacher for Looked After Children (LAC)</p> <p>Quality assure arrangements for safeguarding in the schools, including to undertake SCR reviews on behalf of the Trust Board</p> <p>Report to Trustees on the procedures in place for safeguarding and on matters as they arise</p>	<p>Assure the maintenance of the SCR in each school</p> <p>Assure compliance with KCSIE in the secondary schools</p> <p>Report to CEO and SB on procedures in place for safeguarding and any risks arising</p>	<p>Ensure compliance with Trust and school policy</p> <p>Appoint a DSL (and deputy) and a designated teacher to support LAC and ensure the roles are compliant with statutory guidance</p> <p>Maintain and regularly review the SCR for the school ensuring that it is up to date, accurate and complete</p> <p>Approve off-site visits for pupils of more than 24 hours</p> <p>Prepare and recommend to the LAB the school's annual safeguarding report/audit and associated action plans</p>	<p>Ensure compliance with Trust and school policy</p> <p>Appoint a DSL (and deputy) and a designated teacher to support LAC and ensure the roles are compliant with statutory guidance</p> <p>Maintain and regularly review the SCR for the school ensuring that it is up to date, accurate and complete</p> <p>Approve off-site visits for pupils of more than 24 hours</p> <p>Prepare and recommend to the LAB the school's annual safeguarding report/audit and associated action plans</p>

Members	Trust Board	Secondary Board (SB)/Local Academy Boards (LABs)	Executive (CEO, CFO, Primary and Secondary Directors)	Executive Headteacher (EHT)	Headteacher (HT)	Head of School (HoS)
		<p>Receive and respond to reports from the CEO/EHT/HT/HoS regarding safeguarding or compliance risks</p> <p>Monitor, challenge and support the progress of safeguarding action plans</p>			Report to CEO and LAB on procedures in place for safeguarding and any risks arising	Report to EHT and LAB on procedures in place for safeguarding and any risks arising
BEHAVIOUR						
	<p>Approve a Trust behaviour statement</p> <p>Review the use of exclusions across the Trust</p>	<p>Oversee the implementation of a behaviour policy for the school</p> <p>Convene a committee to review pupil exclusions in line with Trust and statutory guidance</p>	<p>Ensure the implementation of Trust behaviour principles</p> <p>Develop and recommend to Trustees the Trust's behaviour statement</p> <p>Review the overall pattern of exclusions and report to Trustees, including to make recommendations on any actions required</p>	<p>Ensure the fair and consistent implementation of behaviour policies across the schools</p> <p>Exclude a pupil permanently</p>	<p>In line with Trust principles, prepare and implement a behaviour policy for the school for adoption by the LAB</p> <p>Exclude a pupil for a fixed term or permanently</p>	<p>In line with Trust principles, prepare and implement a behaviour policy for the school for adoption by the LAB</p> <p>Exclude a pupil for a fixed term and make recommendations to the EHT for permanent exclusions</p>
ADMISSIONS						
	<p>Adopt a Trust admissions policy</p> <p>Undertake consultation,</p>	<p>Ensure effective arrangements are in place for pupil recruitment</p>	<p>Propose a Trust admissions policy for adoption by Trustees</p>	<p>Have an overview of compliance with Trust admissions policy in the schools</p>	<p>Ensure compliance with Trust policy</p>	<p>Ensure compliance with Trust policy</p>

Members	Trust Board	Secondary Board (SB)/Local Academy Boards (LABs)	Executive (CEO, CFO, Primary and Secondary Directors)	Executive Headteacher (EHT)	Headteacher (HT)	Head of School (HoS)
	<p>publish admissions and determine arrangements as required in accordance with the School Admissions Codes</p> <p>Make arrangements for determining admissions and hearing admission appeals</p> <p>Approve changes to school age range and pupil admission numbers (PAN)</p>	<p>Contribute to the development of the School prospectus</p> <p>Review and propose changes to the school/s' age range or admission numbers for approval by Trustees</p>	<p>Provide oversight of and support the implementation of the admissions arrangements across the Trust</p>	<p>Make arrangements for determining admissions and hearing admission appeals to the schools</p> <p>Participate in local admissions forum</p> <p>Ensure participation in the fair access protocol</p> <p>Propose changes to the schools' age range and PAN to the SB and CEO</p>	<p>Make arrangements for determining admissions and hearing admission appeals</p> <p>Participate in local admissions forum</p> <p>Ensure participation in the fair access protocol</p> <p>Propose changes to the school's age range and PAN to the LAB and CEO</p>	<p>Participate in local admissions forum</p> <p>Ensure participation in the fair access protocol</p>

OTHER PUPIL- RELATED MATTERS

	<p>Receive and respond to reports from CEO regarding compliance and standards (to include attendance)</p> <p>Adopt a Trust Complaints policy; receive respond to reports from the</p>	<p>Review attendance and pupil absences (as part of EHT/HT/HoS report)</p> <p>Appoint a LAB governor with responsibility for Pupil Premium</p> <p>Monitor the impact of Pupil Premium spending and action plans in the School/s</p> <p>With the EHT/HT/HoS review Pupil Premium</p>	<p>Monitor levels of attendance in Trust schools and report termly to Trustees</p> <p>Monitor the impact of Pupil Premium spending across the Trust</p> <p>Review and report on the level of complaints across the Trust, actions</p>	<p>Maintain a register of pupil attendance</p> <p>Report on attendance and pupil absences</p> <p>Review and maintain Home School agreements</p> <p>Propose times of Schools' sessions and dates of term and holidays to the CEO</p>	<p>Maintain a register of pupil attendance</p> <p>Report on attendance and pupil absences</p> <p>Review and maintain Home School agreements</p> <p>Propose times of School sessions</p>	<p>Maintain a register of pupil attendance</p> <p>Report on attendance and pupil absences</p> <p>Review and maintain Home School agreements</p> <p>Propose times of School sessions</p>
--	---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------	-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------	---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------	-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------	-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------	-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------

Members	Trust Board	Secondary Board (SB)/Local Academy Boards (LABs)	Executive (CEO, CFO, Primary and Secondary Directors)	Executive Headteacher (EHT)	Headteacher (HT)	Head of School (HoS)
	<p>CEO regarding the level of complaints across the Trust</p> <p>Approve school times, terms and holiday</p>	<p>spending and action plans and approve the publication of the school/s annual Pupil Premium report</p> <p>Primary: with the HT review PE/Sport grant spending and action plans and approve the publication of the school/s annual report</p> <p>Adopt and ensure the implementation of the Trust Complaints policy in the school/s</p> <p>Hear complaints at the relevant stage</p> <p>Ensure effective arrangements are in place for pupils support and representation in the school/s</p> <p>Support the EHT/HT/HoS in any extended school provision</p> <p>Develop, recommend and monitor school website content, logo and branding and uniform</p>	<p>taken and recommendations for further actions required</p> <p>Recommend school times and school dates for Trustee approval</p> <p>Approve staff training (INSET) days</p> <p>Approve Trust and school website content, logo and branding, uniform</p>	<p>Align the schools' Pupil Premium strategies and spend to maximise the positive impact for students</p> <p>Hear complaints at the relevant stage</p> <p>Recommend school website content, logo & branding, uniform in the secondary phase</p>	<p>and dates of term and holidays</p> <p>Ensure the effective deployment of the Pupil Premium and monitor its impact</p> <p>Hear complaints at the relevant stage</p> <p>Recommend school website content, logo & branding, uniform</p>	<p>and dates of term and holidays to the EHT and CEO</p> <p>Ensure the effective deployment of the Pupil Premium and monitor its impact</p> <p>Hear complaints at the relevant stage</p> <p>Develop and recommend to the EHT school website content, logo & branding, uniform</p>

Members	Trust Board	Secondary Board (SB)/Local Academy Boards (LABs)	Executive (CEO, CFO, Primary and Secondary Directors)	Executive Headteacher (EHT)	Headteacher (HT)	Head of School (HoS)
INFORMATION MANAGEMENT AND COMMUNICATION						
	<p>Adopt data protection (GDPR) and Freedom of Information (FOI) policies and procedures to cover: the requirement to notify individuals as to how information is to be used; and, on the matter of safe storage</p> <p>Ensure the effective implementation of the information management and reporting policies and procedures across the Trust</p>	<p>Ensure the effective implementation of the information management (GDPR/FOI) and reporting policies and procedures in the school/s</p> <p>In line with the Trust's strategy, ensure systems are in place at the school for effective communication with pupils, parents or careers, staff and the wider community including the support of a local parent teacher association (if established)</p>	<p>Ensure compliance with all information management and reporting regulations and good practice across the schools and Central Team</p> <p>Support individual schools on compliant data protection procedures, including the effective safe storage of data</p> <p>Maintain and secure staff records for the Executive Team</p> <p>To ensure registration with the Information Commissioner is up to date</p> <p>Report to Trustees on security breaches and issues of non-compliance including actions</p>	<p>Report to SB on security breaches and issues of non-compliance including actions taken and additional actions needed</p>	<p>Prepare and implement GDPR and FOI policies for the school (in line with Trust policy) for adoption by the LAB</p> <p>Ensure the publication of School information, ensuring that all electronic communication, including webpages, are up to date</p> <p>Maintain accurate and secure pupil records</p> <p>Maintain accurate and secure staff records</p> <p>Ensure compliance with all information management reporting legislation and good practice in the school</p>	<p>Prepare and implement GDPR and FOI policies for the school (in line with Trust policy) for adoption by the LAB</p> <p>Ensure the publication of School information, ensuring that all electronic communication, including webpages, are up to date</p> <p>Maintain accurate and secure pupil records</p> <p>Maintain accurate and secure staff records</p> <p>Ensure compliance with all information management reporting legislation and good practice in the school</p>

Members	Trust Board	Secondary Board (SB)/Local Academy Boards (LABs)	Executive (CEO, CFO, Primary and Secondary Directors)	Executive Headteacher (EHT)	Headteacher (HT)	Head of School (HoS)
			taken and additional actions needed		Report security breaches and issues of concern promptly to the CFO and LAB including actions taken or proposed responses	Report security breaches and issues of concern promptly to the CFO, EHT and LAB including actions taken or proposed responses

HEALTH & SAFETY AND ESTATES

	<p>Approve a Health & Safety for the Trust</p> <p>Adopt a Trust letting policy</p> <p>Review and maintain a buildings strategy and asset management planning arrangements</p> <p>Receive and respond to reports from the CEO regarding H&S and compliance</p>	<p>Appoint a LAB governor responsible for H&S</p> <p>Adopt a H&S for the school (in line with Trust policy), making recommendations to the CEO for local adjustments if appropriate</p> <p>Review the implementation of H&S policy and ensure that appropriate risk assessments are being carried out in school</p> <p>Review and ensure the effective implementation of the Lettings policy</p> <p>Receive and respond to reports from the CEO/EHT/HT/HoS</p>	<p>Propose a Trust H&S policy and Lettings policy for approval by Trustees</p> <p>Monitor and support the implementation of the Trust H&S and Lettings policy</p> <p>Maintain an up to date Asset register</p> <p>Draw up, agree and implement a Business Continuity (Critical Incident Emergency Management Plan) for the Trust</p> <p>Support schools in the development of local business continuity/critical</p>	<p>Prepare and implement a H&S policy for the schools (in line with Trust policy); consider and make recommendations to the SB, LABs and CEO for local adaptations to Trust policy if appropriate</p> <p>Monitor the implementation of the Trust's H&S and Lettings policies in the schools</p> <p>Notify the CEO and SB promptly of any reportable or significant H&S incidents and issues of concern including incidents of non-compliance</p> <p>Ensure the development and</p>	<p>Prepare and implement a H&S policy for the school (in line with Trust policy); consider and make recommendations to the LAB and CEO for local adaptations to Trust policy if appropriate</p> <p>Monitor the implementation of the Trust's H&S and Lettings policies in the schools</p> <p>Monitor the accident book and agree appropriate actions</p>	<p>Prepare and implement a H&S policy for the school (in line with Trust policy); consider and make recommendations to the LAB and CEO for local adaptations to Trust policy if appropriate</p> <p>Monitor the implementation of the Trust's H&S and Lettings policies in the schools</p> <p>Monitor the accident book and agree appropriate actions</p>
--	-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------	----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------	------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------	------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------	------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------	------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------

Members	Trust Board	Secondary Board (SB)/Local Academy Boards (LABs)	Executive (CEO, CFO, Primary and Secondary Directors)	Executive Headteacher (EHT)	Headteacher (HT)	Head of School (HoS)
		regarding H&S and compliance	<p>incident plans and where appropriate co-ordinate responses across the Trust to support pupil and staff safety and business continuity</p> <p>Provide Trustees with regular reports on compliance and risks arising from H&S and estates management including actions taken and additional actions required</p>	<p>implementation of Business Continuity Plans (Critical Incident Emergency Management Plan) for the schools</p> <p>Support the CEO in managing Trust wide critical incidents to support pupil and staff safety and business continuity across the Trust</p>	<p>Notify the CEO and LAB promptly of any reportable or significant H&S incidents and issues of concern including incidents of non-compliance</p> <p>Review security of premises and equipment</p> <p>Draw up, agree and monitor an accessibility plan for the school in consultation with the CEO</p> <p>Draw up, agree and implement a Business Continuity Plan (Critical Incident Emergency Management Plan) for the school</p> <p>Support the CEO in managing Trust wide critical incidents to support pupil and staff safety and business</p>	<p>Notify the EHT and LAB promptly of any reportable or significant H&S incidents and issues of concern including incidents of non-compliance</p> <p>Review security of premises and equipment</p> <p>Draw up, agree and monitor an accessibility plan for the school in consultation with the CEO</p> <p>Draw up, agree and implement a Business Continuity Plan (Critical Incident Emergency Management Plan) for the school</p> <p>Support the CEO in managing Trust wide critical incidents to support pupil and staff safety and business</p>

Members	Trust Board	Secondary Board (SB)/Local Academy Boards (LABs)	Executive (CEO, CFO, Primary and Secondary Directors)	Executive Headteacher (EHT)	Headteacher (HT)	Head of School (HoS)
					continuity across the Trust	continuity across the Trust