

Scheme of Delegation

Introduction

One Excellence Trust has overall legal responsibility for the operation of the Trust and the schools within it. The Trust Board delegates authority to key groups to ensure and achieve effective leadership and governance of the Trust, this is set out in the Scheme of Delegation. This Scheme of Delegation therefore provides for certain functions to be carried out by one or more of the following:

- Board of Directors - The Board of Directors may decide to form committees to carry out certain of its functions. The term 'Board of Directors' will therefore include any such committees that may be formed from time to time.
- Chief Executive Officer (CEO)
- Executive Central Team (ECT) – Includes, CEO CFO, Head of Governance and Executive Leads or School Improvement Team when appropriate
- Local Advisory Board (LAB)
- Headteacher / Head of school

While the Scheme is designed to be comprehensive it will not cover every task, it is an evolving document which is updated as changes occur to advisory and decision-making responsibilities. Any significant changes are referred to the Board of Directors for agreement. The Executive Central Team will review the scheme of delegation annually and present it to the Board of Directors for agreement. Additional information about the governance structure is available on the Trust website. There may be need on occasion, in order to support schools, an individual Scheme of Delegation which will be bespoke to the individual school.

The model below shows how the governance model and executive leadership works in practice.

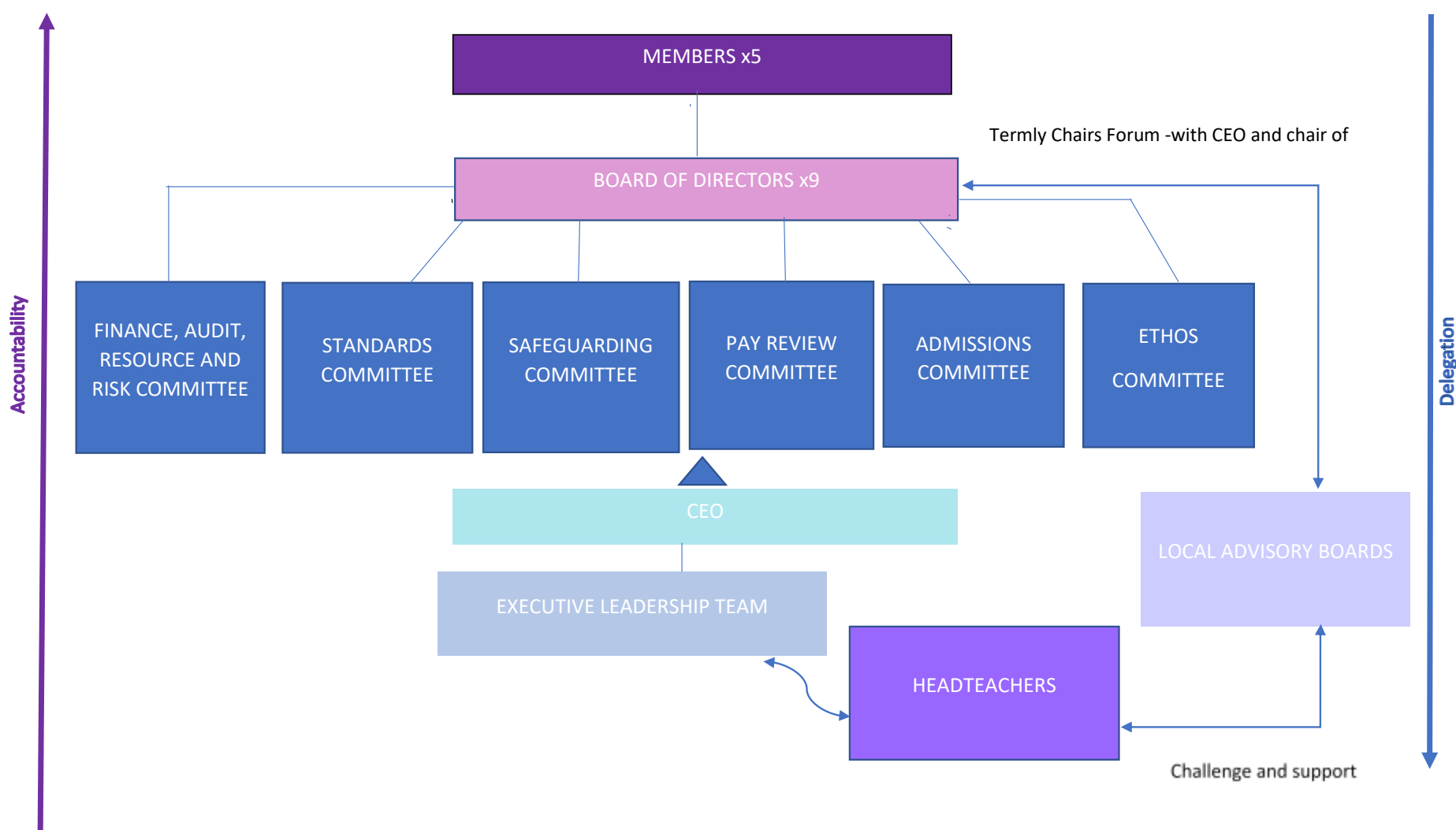
Definitions of words in the Terms of Reference

- Receive: Accept for information
- Ensure: Make certain that a designated action will occur or take place.
- Review: A formal assessment of a designated item with the intention of instituting or recommending change if necessary.
- Monitor: An observation and check against the progress, performance or quality of a designated item over a period of time and/or with a designated frequency.
- Approve: Agree for formal acceptance
- Develop: Plan a proposal, perhaps in collaboration with others
- Consulted: Receive proposal(s) to give viewpoints or recommending change if necessary.
- Report: Formal statement of fact(s) to provide information, sometimes including impact
- Arrange: Put in place

Members

Members play a limited but crucial role in safeguarding academy Trust governance. Members help to ensure that Trustees are exercising effective governance by utilising a range of powers including:

- Review and amend the Articles of Association
- Appoint and remove Members
- Appoint and remove Trustees
- Direct the Board of Trustees to take a course of action if they fail to carry out its core function
- Change the name of the Academy Trust
- To receive an annual report from the Trustees and the Trust Leader on the Academy Trust's performance.
- To receive an annual report from the Trustees and the Trust Leader on Trust performance
- To receive statutory accounts at the AGM
- To appoint and remove the external auditors



Scheme of Delegation of Governance Functions

Function	Board of Directors (or a committee of the Board)	Executive Central Team	Local Advisory Board (LAB)	Headteacher
Admissions	<ul style="list-style-type: none"> Approve the School's admissions policy 	<ul style="list-style-type: none"> Consulted on the School's admissions policy Monitor the implementation of the admissions arrangements across schools Monitor impact of pupil recruitment strategies Approve each School's prospectus Ensure arrangements for hearing admission appeals 	<ul style="list-style-type: none"> Consulted on the School's admissions policy Consulted on the development of the school prospectus Consulted on school arrangements for pupil recruitment 	<ul style="list-style-type: none"> Develop the Schools admissions policies for adoption by the Directors Develop the School prospectus, Consult on the admissions policy as required in accordance with the School Admissions and Appeals Codes Ensure admissions arrangements are published as required in accordance with the School Admissions and Appeals Codes Ensure compliance with the School's admissions and appeals policy Ensure participate in the fair access protocol Ensure effective arrangements are in place for pupil recruitment
Attendance (pupils)	<ul style="list-style-type: none"> Receive Trust attendance data Approve the individual school's attendance policies 	<ul style="list-style-type: none"> Develop Trust attendance strategy Monitor the levels of attendance data and report to Monitor impact of strategies to achieve pupil attendance targets Monitor the levels of attendance data and report to the Trustees (ESC) 	<ul style="list-style-type: none"> Monitor school attendance and pupil absence data Consulted on the school's attendance policy 	<ul style="list-style-type: none"> Ensure a maintained register of pupil attendance Report on attendance and absence Develop the school's individual attendance policies for adoption by Directors using Trust attendance strategy Develop attendance strategies and policy to promote good levels of attendance Consulted on the School's attendance policy to adapt to school needs

Function	Board of Directors (or a committee of the Board)	Executive Central Team	Local Advisory Board (LAB)	Headteacher
Curriculum, performance and standards	<ul style="list-style-type: none"> Develop a Standards Committee to maintain oversight of educational performance and related strategies Develop an Academy Improvement Committee to have detailed oversight and scrutiny of 'priority' support schools Approve the Trust strategy for: <ul style="list-style-type: none"> Quality Assurance School Improvement Curriculum Assessment Teaching and Learning 	<ul style="list-style-type: none"> Develop a Trust strategy for: <ul style="list-style-type: none"> Quality Assurance School Improvement Curriculum Assessment Teaching and Learning Ensure collaboration with SLT to review the quality of the school curriculum and its design to meet the needs of pupils Ensure collaboration with Headteachers to agree the targets for pupil achievement and progress by the Headteacher and monitor against targets Ensure collaboration with SLT to review the quality and accuracy of the school self-evaluation information Ensure collaboration with individual schools that improvement plans address school priorities Monitor and evaluate progress and attainment of Trust data of all pupils, including groups Monitor and evaluate standards of teaching and learning across the Trust Develop effective processes for monitoring the quality assurance of teaching and learning, the curriculum, inclusion and the sharing of good practice across the schools in the Trust Report on progress towards KPIs from Trust Strategies to the Directors. Report termly to the Trust on performance of all schools (Academy Card) Monitor the KPI figures relating to all school and Trust performance Develop mitigation plans for underperformance in areas of concern 	<ul style="list-style-type: none"> Monitor progress towards school performance targets and escalate concerns to the Trust Board, via chair or link standards governor. Monitor progress and attainment data for all pupils, including all groups Consulted on school improvement and wider development plans and review progress Consulted on Trust education strategies Review school approaches to assessment, curriculum and inclusion Ensure representation on the Academy Improvement Team (support schools only) 	<ul style="list-style-type: none"> Ensure the curriculum delivery is of a consistently high standard. Ensure all curriculum areas are well led and developed to meet the local needs of their children Develop curriculum policies as required by the school (RE, collective worship etc) Develop and implement a curriculum enrichment outside of the school day Ensure delivering Early Years Foundation Stage (EYFS) in line with statutory requirements Develop targets for pupil attainment and progress and monitor against targets Report school performance data to the Local Advisory Board and Trust in line with reporting requirements. Consult with the LAB and ECT on key priorities for school improvement whole school development areas and provide reports against progress Develop and implement a school development plan. Ensure that there are systems in place for a thorough and ongoing self-evaluation. Monitor and evaluate standards of teaching and learning in school
Behaviour and Exclusions	Behaviour <ul style="list-style-type: none"> Approve the Trust's Behaviour Principles Review data and trends across the Trust. Approve the Trust anti-bullying policy 	<ul style="list-style-type: none"> Develop the Trust Behaviour Principles. Develop the Trust anti-bullying policy Ensure collaboration to evaluate the effectiveness of the school Behaviour Policy Review data and trends across the Trust and report to the Trustees. Review data on barred parents 	<ul style="list-style-type: none"> Approve the school behaviour policy. Monitor the effectiveness of the behaviour policy through KPI's for identification of any areas of concern Consulted on the Trust anti-bullying policy 	<ul style="list-style-type: none"> Develop the behaviour policy for the school for approval by the Local Advisory Board Publish the school's behaviour policy and anti-bullying policy online Power to bar parents from the school site for unreasonable conduct Consulted on Trust anti-bullying policy.
	Exclusions <ul style="list-style-type: none"> Approve a Trust Exclusions policy Review exclusions data 	<ul style="list-style-type: none"> Develop a Trust Exclusions policy Provide advice and support to the Headteacher and LAB on discipline matters. Develop a pupil discipline committee when required, to review exclusion of a pupil Ensure the arrangement of an Independent Review Panel Ensure the arrangement of case reviews of pupils at risk of permanent exclusion Review the overall pattern of exclusions and report to the Trust board on overall trends 	<ul style="list-style-type: none"> Ensure participation in pupil discipline committee meetings Review the pattern of behavior and exclusions 	<ul style="list-style-type: none"> Approve suspension or exclusion of a pupil Report exclusion decisions to the Advisory Board, Trust and LA Refer 'potential' permanent exclusions for case review prior to exclusion Ensure compliance with DfE guidance - <i>Exclusion from maintained schools, Academies and pupil referral units in England</i> and Trust Exclusion Policy Ensure the publishing of the exclusion policy online

Function	Board of Directors (or a committee of the Board)	Executive Central Team	Local Advisory Board (LAB)	Headteacher
Communications	<ul style="list-style-type: none"> Consulted on (Chair only) all press responses identified as a risk to Trust reputation (school and Trust level) 	<ul style="list-style-type: none"> Approve all press responses identified as a risk to Trust reputation (school and Trust level) in line with guidance from professionals Approve all press responses at Trust level 	<ul style="list-style-type: none"> Consulted on (Chair only) on all press responses at school level 	<ul style="list-style-type: none"> Approve all press responses at school level under advice of ECT and consult with Chair
Complaints	<ul style="list-style-type: none"> Approve a Trust Complaints Policy Review complaints trends across the Trust 	<ul style="list-style-type: none"> Develop a Trust Complaints Policy and Procedure for schools Review complaints trends across the Trust report to report to the Trust Board and agree remedial strategies to address common issues. Ensure convening and participation of complaints panel for stage 2 complaints Ensure participation in panel to review escalated complaints (Stage 2) 	<ul style="list-style-type: none"> Review complaints trends for school and report concerns to the Board Review complaints escalated to the Local Advisory Board (Stage 2) Ensure participation in panel to review escalated complaints (Stage 2) 	<ul style="list-style-type: none"> Consulted on the Trust Complaints Policy and Procedure for schools Ensure publishing of complaints policy on school website Ensure management of complaints in line with the Trust Complaints Policy and Procedure. (Stage 1-2) Report complaints trends to the LAB and Trust
Data Protection	<ul style="list-style-type: none"> Accountable for meeting statutory requirements around data protection and security Approve Data Protection Strategy and associated policies 	<ul style="list-style-type: none"> Develop data protection strategy and associated policies. Develop and provide data protection guidelines and standards and oversee schools approach to data protection controls Report to the Trust Board on the effectiveness of the data protection strategy. Arrange appointment of a Data Protection Officer Arrange appointment of a Trust SPOC and SIRO Ensure audit of data protection compliance across the Trust Report on the effectiveness of data Ensure support for investigation procedures in the event of a breach incident Ensure Freedom of Information requests, Subject Access Requests and data breaches are managed well. 	<ul style="list-style-type: none"> Review data on Freedom of Information requests, subject access rights requests and data breaches Report data protection concerns to the ECT/Board of Directors. 	<ul style="list-style-type: none"> Ensure required data protection policies are in place and communicated to all staff and volunteers Ensure schools meets and implements data protection requirements and standards at school level Report to the Trust and AB data breaches and subject rights requests.
Estates	<ul style="list-style-type: none"> Approve the Trust Capital Strategy: criteria for allocation of the annual capital budget and the associated annual capital programme Monitor delivery against the capital programme Ensure appointment of a lead Director for Estates and Health and Safety Approve/reject proposals for the acquisition/disposal of land/buildings 	<ul style="list-style-type: none"> Develop the Trust Capital Strategy and annual capital programme Ensure commission of school condition surveys to inform capital priorities Develop and maintain a building maintenance plan to ensure that all property remains 'fit for purpose' Ensure and specify project management arrangements for major capital projects Review the school's routine compliance audits and the implementation of action plans 	<ul style="list-style-type: none"> Consulted on proposed capital priorities and premises developments Review the School Estate Development Plan Receive capital build project updates 	<ul style="list-style-type: none"> Ensure collaborative work with ECT to maintain a 3-year School Estate Development Plan and ensure proposed capital expenditure priorities are submitted to the Trust Develop in collaboration with ECT ongoing maintenance and capital works in line with strategy Consult with Local Advisory Board on capital priorities and developments Engage in capital build projects as required Ensure compliance with procurement and building maintenance regulations at school level
Equalities	<ul style="list-style-type: none"> Approve an Equality strategy and review progress against objectives 	<ul style="list-style-type: none"> Develop an Equality Strategy and objectives Ensure support for schools to comply with requirements of Equality Act 2010 	<ul style="list-style-type: none"> Review compliance with Public Sector Equality Duty – equality information and objectives Review the school Accessibility Plan Consulted on equality information and objectives 	<ul style="list-style-type: none"> Ensure compliance with Public Sector Equality Duty – publish equality information and objectives Ensure publishing and reviewing of an Accessibility Plan consulting with the LAB

Function	Board of Directors (or a committee of the Board)	Executive Central Team	Local Advisory Board (LAB)	Headteacher
Finance – Compliance and Risk Also see risk management and business continuity section	<ul style="list-style-type: none"> Ensure appointment of Accounting Officer Ensure appointment of a committee with responsibility for finance audit and risk Approve audited financial statements Approve annual Trustee report and governance statement as part of statutory accounts Approve Budget Forecast Return and Budget Forecast Outturn Return submission Receive, review and challenge monthly consolidated financial performance Review and agree program of internal assurance based on risk registers Review and challenge Trust financial risks Ensure adequate insurance arrangements are in place Ensure thorough investigation of any reports of fraud 	<ul style="list-style-type: none"> Ensure appointment of Finance Director (Chief Financial Officer) Review and challenge schools on financial risks Ensure completion of statutory financial returns to include audited accounts, annual statement on regularity, propriety and compliance, Land and Buildings Return, Annual Accounts Return, Union Facilitation reporting Payment Practices and Gender Pay Gap Reporting, Budget Forecast Return and Budget Forecast Return Outturn Ensure publication of annual accounts on website and file annual account with Companies House. Develop, monitor and mitigate Trust Financial Risk Register Ensure maintenance a register of business interests Ensure adequate insurance arrangements are in place Monitor impact and use of Sports and Pupil Premium funding Review and challenge schools on financial risks 	<ul style="list-style-type: none"> Review sports and pupil premium spending and strategy, reviewing the impact of this additional funding. 	<ul style="list-style-type: none"> Ensure effective deployment of the sports and pupil premium and monitor and report on impact Review and mitigate against school financial risks. See Pupil Premium section for additional details.
Financial Policies	<ul style="list-style-type: none"> Approve financial regulations and key financial policies as detailed in the Trust Policy Framework 	<ul style="list-style-type: none"> Develop the Financial Regulation Manual Develop Financial Policies as detailed in the Trust Policy Framework, to include reserves and investment conflicts of interest, expenses, fraud, gifts and hospitality, whistleblowing (this is not an exhaustive list). Ensure raising of any concerns about the equity of schools financial probity and compliance with the trust financial regulations. 	<ul style="list-style-type: none"> Consulted on the school's Charges and Remissions Policy. 	<ul style="list-style-type: none"> Ensure compliance with all Financial Policies Develop and publish the Schools Charges and Remissions Policy, consulting the advisory board.
Finance – Budgets	<ul style="list-style-type: none"> Approve annually budgets Trust-wide Monitor the budget in line with Benchmarking Data Ensure effective financial management of the Trust. Approve budget virement in line with the financial regulations Approve the mechanism for schools' central contribution charge to schools Approve all staffing structures on an annual basis. 	<ul style="list-style-type: none"> Ensure analysis, benchmarking and agreeing of annual school budget for each school for submission to Board. Ensure collaboration with Headteachers propose annually all school staffing structure proposals for approval for the board Monitor schools against budget and address variances swiftly. Monitor progress towards financial targets Ensure identification of cross school efficiencies. Approve expenditure in line with policy Approve school staff structure for submission to Forecast financial budget outcomes. Approve expenditure in line with policy Develop and monitor core Trust budget and recommend central contribution charging mechanism. Report to and inform schools of Trust wide purchased goods/services 	<ul style="list-style-type: none"> Receive appraisal on the financial position of the school Consulted on (Chair as a minimum) school budgets and report to the LAB Consulted on school budget and staffing structures on an annual basis. 	<ul style="list-style-type: none"> Arrange proposal of school budget, in consultation with the CFO , for LAB consultation Trust Board approval annually Ensure maintenance of expenditure within budget, identifying and delivering financial efficiencies Ensure collaboration with ECT and approval for expenditure out of approved budget or if in deficit position Review staffing structure for efficiency and affordability Ensure meeting financial targets and report any financial vulnerabilities to Executive Central Team Approve expenditure in line with Financials Regulations. Approve budget virement of up to in line with financial regulations Ensure collaboration with ECT to propose all staffing structures and amendments to be approved by the Director Board

Function	Board of Directors (or a committee of the Board)	Executive Central Team	Local Advisory Board (LAB)	Headteacher
Finance – Assets	<ul style="list-style-type: none"> Approve Disposal of Assets Policy (part of Financial Regulations) Approve disposal of assets in line with the financial regulations Approve acquisition of assets in accordance with Trust financial policies Approve acquisition of assets in accordance with Trust Financial Policies 	<ul style="list-style-type: none"> Develop and implement a Disposal of Assets Policy (Financial Regulations) Maintain and manage the Trust asset register Approve disposal of assets in line with the financial regulations 		<ul style="list-style-type: none"> Ensure maintenance and management of the school asset in line with the requirements of the Financial Regulations and Disposal of Assets Policy Approve disposal of assets in line with the financial regulations
Finance – Investment	<ul style="list-style-type: none"> Approve a Trust Investment Policy and subsequent investments. 	<ul style="list-style-type: none"> Develop and arrange, pending approval, investment opportunities in line with the principles of the investment policy 		
Finance – Audit	<ul style="list-style-type: none"> Arrange appointment and removal of external auditor to Members (FAR) Arrange internal scrutiny program of work Receive reports (including an annual report) from audit inspections and the review the resulting Action Plan 	<ul style="list-style-type: none"> Develop recommendations for internal scrutiny and external audit requirements Ensure internal and external audits are led well and co-ordinated Ensure establishment and maintenance of procedures for effective audit in accordance with Trust and ESFA requirements Report to Board of Directors action and response to external and internal audit report requirements Ensure completion of annual quality assurance audits Report the Board annually on key findings. Recommendations and conclusions from the internal audit programme. Review and monitor progress against actions and timescales for implementation from Audits 	<ul style="list-style-type: none"> Receive feedback about the school from audit received, where appropriate. 	<ul style="list-style-type: none"> Ensure compliance with requirements of internal and external audits and internal quality assurance audits Report on response and action of audit recommendations
Finance – Procurement	<ul style="list-style-type: none"> Approve expenditure in line with policy Ensure centrally procured services provide value for money 	<ul style="list-style-type: none"> Develop a procurement and tendering process Ensure procurement policies are adhered to across the Trust Ensure achievement of value for money by purchasing at a Trust level Approve expenditure in line with policy Ensure compliance with Procurement guidance in Financial Regulations Manual Ensure arrangement of the provision of central services – these are non-negotiable services for all academies and include the : finance package, payroll and pensions, insurances, HR, and governance support, and ICT support. 		<ul style="list-style-type: none"> Ensure value for money is achieved at all time Approve expenditure in line with policy Ensure compliance with Procurement guidance in Financial Regulations Manual
Finance – Procedures	<ul style="list-style-type: none"> Approve opening a new Trust bank account or changing signatories of the existing Trust Bank Account 			<ul style="list-style-type: none"> Ensure collection of income due to the Academy Ensure all invoices are paid at each academy within the correct timeframe.

Function	Board of Directors (or a committee of the Board)	Executive Central Team	Local Advisory Board (LAB)	Headteacher
Governance	<p>Strategy</p> <ul style="list-style-type: none"> Approve: <ul style="list-style-type: none"> Governance Strategy and Scheme of Delegation Terms of reference for the Trust Board and committees Develop and maintain Board Committees Ensure maintenance of a Board skills audit that informs recruitment and training needs Receive and monitor issues and concerns raised by Lab's through minutes or Chairs Forum 	<ul style="list-style-type: none"> Review and develop: <ul style="list-style-type: none"> Governance Strategy and Scheme of Delegation Terms of reference for the Trust Board and committees Ensure attendance at meetings of the Directors and to provide required reports Develop and ensure governance professional arrangements for the Trust Board and the LAB's Ensure Trust has secure professional advice on behalf of the Directors as may be requested Ensure maintenance of a register of all interests (pecuniary business and loyalty) of the Trust and all schools and publish this in accordance with regulation 	<ul style="list-style-type: none"> Consulted on the Governance Strategy and scheme of delegation Ensure skills audit and annual self- review of LAB performance setting out priorities for improvements in the next academic year Ensure maintenance of a register of all interests (pecuniary business and loyalty) of Advisory Board Members and publish this in accordance with regulation Report to the Trust Board following each meeting through the minutes 	<ul style="list-style-type: none"> Consulted on the Governance Strategy and scheme of delegation Ensure engagement in the Local Advisory Board and ensure they are consulted on key decisions Ensure collaboration with the Chair to prepare appropriately for meetings of the Local Advisory Board Report as required to ensure that the LAB are well informed about the school
	<p>Appointments and removal</p> <ul style="list-style-type: none"> Ensure election of a Chair and Vice-Chair of the Board each academic year and remove in accordance with Articles of Association Ensure recommendations for Directors appointments go to Members of the Board Approve and remove co-opted committee members and Directors Ensure appointment of link and lead Directors Arrange to remove Local Advisory Board Members (other than non-attendance) Arrange to disband an ineffective Local Advisory Board 	<ul style="list-style-type: none"> Ensure support recruitment to the Trust Board, and LAB's Monitor engagement of LAB member training Report on possibility of removal of LAB Members Monitor the effectiveness of local governance. Proposed the disbandment of an ineffective LAB's. Ensure arrangements for and conduct parent and staff elections 	<ul style="list-style-type: none"> Approve chair and vice chair of Advisory Board Approve lead LAB roles for safeguarding, SEND, disadvantaged pupils and/or other roles as determined by the LAB Ensure management of the recruitment, induction and training of new LAB members Approve removal of LAB Board members for non-attendance 	<ul style="list-style-type: none"> Ensure collaboration and play a part in implementation of the induction of new Board Members
HR: Appraisal	<ul style="list-style-type: none"> Approve Trust-wide appraisal arrangements Review the effectiveness of the appraisal arrangements 	<ul style="list-style-type: none"> Develop the appraisal policy and consult with recognised Trade Union groups through the Joint Consultative Committee. Monitor the implementation of the appraisal procedure at local level and quality assure the process to ensure consistent approach, providing training as required. Report on the effectiveness of the appraisal policy to the Board Ensure implementation of the appraisal policy in respect of central staff Ensure oversight of the implementation of the appraisal and coaching model in schools Ensure appraisal of Headteachers and staff with cross Trust responsibility Ensure collaboration for Headteacher performance management with LAB participation and agree pay progression Monitor staff PM targets and review pay recommendations presented by Headteachers 	<ul style="list-style-type: none"> Ensure Local Advisory Board Chair participates in Headteacher appraisal process 	<ul style="list-style-type: none"> Ensure all staff are performance managed Ensure compliance with pay and performance management policies Report overview outcomes of staff performance and pay recommendations to LAB

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HR: Pay	<ul style="list-style-type: none"> Approve pay policy annually including determining pay ranges, pay point values Approve and monitor special staff severance payments above the statutory or contractual entitlement. (payments over £50k must be authorised by ESFA) Ensure Trust Leader performance management and salary review Ensure strategy for appeals panels Trust Leader pay appeals Ensure representation on hearing panels 	<ul style="list-style-type: none"> Develop pay policy and consult with recognised Trade Union groups through the Joint Consultative Committee support investigation procedures. Ensure adherence to the specified HR policy in respect of Headteachers Develop and lead organisational change and restructuring proposals 	<ul style="list-style-type: none"> Ensure representation on hearings and appeals panels 	<ul style="list-style-type: none"> Ensure implementation of the specified HR policies for all staff. Ensure collaboration on significant HR matters to the ECT for further support and guidance.
HR Policies: Disciplinary and Capability Attendance Management Dignity at Work / Grievance/ Leave of Absence and Organisational Change	<ul style="list-style-type: none"> Approve HR policies as delegated in the Trust Policy Framework Ensure implementation policy in respect of the Trust Leader Ensure panels for hearing and/or appeals in respect of Trust Leader and staff where required 	<ul style="list-style-type: none"> Ensure HR policy development and consultation with recognised Trade Union groups Develop policy in respect of central Trust staff Ensure panels for hearings and appeals Ensure guidance and support to individual schools Ensure implementation the specified HR policy in respect of Headteachers 	<ul style="list-style-type: none"> Ensure representation on hearings and appeals panels 	<ul style="list-style-type: none"> Ensure representation on hearings and appeals panels
HR: Recruitment	<ul style="list-style-type: none"> Approve terms and condition of employment. Approve Trust senior management structure Approve the Trust Leader and support the recruitment of other senior central posts Approve succession plan for the Trust Board and Executive Team. Ensure two representatives on recruitment panel for headteacher appointment 	<ul style="list-style-type: none"> Arrange advise on school staffing structures. Develop terms and condition of employment and carry out formal consultation with recognised Trade Unions and affected stakeholders Develop Staff Handbook Develop school staffing structure models and approve exceptions to the model Approve central staff structure Ensure appropriate recruitment for central and Headteacher roles Ensure appropriate recruitment staff with cross Trust responsibilities Develop succession plan for ECT and Headteachers Ensure representation in recruitment process for SLT appointments Ensure the recruitment process for headteacher appointments Ensure and advise and engage the LAB in Headteacher recruitment plans Approve the deployment of staff with cross Trust responsibilities Ensure pre-recruitment checks 	<ul style="list-style-type: none"> Ensure two representatives on recruitment panel for headteacher appointments Ensure representation) on the recruitment of other staff. 	<ul style="list-style-type: none"> Develop school staffing structure with advice from ECT Report proposed changes to model staffing structure to Central Executive Team Report to the Local Advisory Board on key staffing changes and appointments Ensure appointment of senior leaders in conjunction with ECT with support from the LAB Ensure appointment of teaching and support staff within agreed school staffing structure
ICT and cyber security	<ul style="list-style-type: none"> Approve the Trust ICT and cyber security strategy 	<ul style="list-style-type: none"> Develop and implement the Trust ICT and cyber security strategy and associated policies. Report to the Board annually on the effectiveness of the ICT and cyber security strategy Develop Acceptable Use Policy for staff and pupils Ensure IT procurement for whole Trust initiatives and IT technical support services. 	<ul style="list-style-type: none"> Receive termly reports on cyber security Ensure member of LAB to play a part in safety committee 	<ul style="list-style-type: none"> Ensure compliance with the principles in the Trust ICT strategy and cyber security strategy and associated policies. Ensure implementation of the Acceptable Use Policy with pupils and staff Ensure sufficient technical support to meet the school needs

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Operations: Health and Safety (H and S)	<ul style="list-style-type: none"> Ensure meeting statutory H and S requirements Approve a Trust Health and Safety policy. Monitor compliance and effectiveness of H and S policy 	<ul style="list-style-type: none"> Develop and maintain schedule for Health and Safety policy review. Develop Health and Safety policy, procedures and linked risk assessments Review H and S audits and progress towards actions Monitor health and safety issues and incidents, provide support at Trust level when necessary Ensure all schools are compliant in terms of maintenance checks and health and safety arrangements. Ensure oversight and approval of education visits – Evolve Ensure IT strategy and cyber security strategy Review first aid incidents frequency and subsequent actions 	<ul style="list-style-type: none"> Monitor Health and Safety and first aid incidents Receive and monitor health and safety termly reports Approve a link health and safety governor 	<ul style="list-style-type: none"> Ensure implementation of Health and Safety policy and procedures and ensure that appropriate risk assessments are being carried out, reviewed and stored appropriately Ensure all staff are aware of their Health and Safety responsibilities and receive appropriate training. Ensure statutory compliance checks are undertaken (asbestos, legionella, PE, equipment etc.) Ensure Health and Safety action plans are actioned from workplace inspections and audits Ensure appointment of Educational Visits Co-ordinator to manage trips and activities Ensure all first aid incidents are appropriately recorded. Ensure staff have appropriate and up to date training in line with guidance
Partnerships/ central services	<ul style="list-style-type: none"> Review and challenge the performance of partnership against KPIs and strategic priorities 	<ul style="list-style-type: none"> Approve entering into, or withdraw from, a formal partnership Arrange the scope of central services to be delivered by the Trust 		
Pupil Premium (includes Sports Grant, Ever 6, LAC and PLAC)	<ul style="list-style-type: none"> Review the effectiveness of the use of the pupil premium across Trust 	<ul style="list-style-type: none"> Develop a Trust Pupil Premium Strategy or principles Ensure support for schools to review the impact on outcomes of pupil premium strategies and funding. Report to Board on the effective use of the pupil premium across Trust in terms of educational outcomes and narrowing the achievement gap 	<ul style="list-style-type: none"> Review and challenge the school strategy for pupil premium expenditure, reviewing the impact of the additional funding. Approve a link governor 	<ul style="list-style-type: none"> Ensure the effective deployment of the pupil premium and monitor and report on impact in conjunction with the ECT Ensure publication of a Pupil Premium Strategy on the school website in compliance with DfE requirements
Risk management and business continuity Also see compliance and risk section	Risk	<ul style="list-style-type: none"> Develop risk framework and policy Develop and maintain a Trust risk register and effective mitigations Develop and maintain the school's risk register and mitigation plans to ensure appropriate action is taken. Ensure identification of Trust wide risks arising from school risk registers and reporting them to the ET/Board. 	<ul style="list-style-type: none"> Review school risk register and mitigation plans 	<ul style="list-style-type: none"> Develop and maintain a school risk register and effective mitigations in conjunction with the CFO
	Business continuity	<ul style="list-style-type: none"> Ensure assurance that appropriate structures are in place to implement effective emergency planning including incident management, business continuity 	<ul style="list-style-type: none"> Develop and maintain Trust Emergency Planning and Recovery Approve decision for school closure on H and S 	<ul style="list-style-type: none"> Review critical incident reports and contribute to the evaluation of the effectiveness of the Emergency Planning and recovery plan

Function	Board of Directors (or a committee of the Board)	Executive Central Team	Local Advisory Board (LAB)	Headteacher
Safeguarding	<ul style="list-style-type: none"> Approve Trust-wide Safeguarding / Child Protection Policy Ensure management of allegations against the Trust Leader (Chair of the Board) Approve a designated Board member for Safeguarding (Safeguarding Director) Approve a Safeguarding Committee to oversee safeguarding across the Trust 	<ul style="list-style-type: none"> Develop key policies to include: on Safeguarding/Child Protection Policy, Educational Visits, Supporting Pupils with Medical Conditions, Visitors, Safer Working Practice for Staff Ensure an annual compliance and effectiveness audit within each school Report on trends and concerns across the Trust, report findings to Trustees and direct remedial action Monitor schools are dealing with issues appropriately and provide support to headteachers, and Designated Safeguarding Leads Ensure collaboration with the Trust Safeguarding Lead professional (Clennell) to tackle and target areas of poor practice or non-compliance Approve external support and Trust Safeguarding Lead to provide oversight and support to school designated safeguarding leads (DSL) Ensure internal and external rapid response support for staff allegations Ensure management of allegations against Headteachers and central team. 	<ul style="list-style-type: none"> Approve LAB Safeguarding Lead Review the effectiveness of safeguarding procedures. Review safeguarding issues that are affecting the operation and development of the school Review Safeguarding Audit report and monitor progress of the action plan 	<ul style="list-style-type: none"> Ensure safer recruitment requirements are completed and the single central record (SCR) is maintained Ensure headteacher and other recruiting staff must complete and update safer recruitment training Ensure the school complies with the safeguarding policies and report all serious incidents to the LA, children's social care or LSCB as appropriate Report incidents, trends, referral frequency and training needs to the LAB Approve a designated safeguarding lead ensuring the role is compliant with statutory guidance Approve a designated teacher to support looked after children and to ensure the role is compliant with statutory guidance Develop a robust staff training plan Develop an annual safeguarding action plan from Trust external audit and report progress to the LAB
School Organisation	<ul style="list-style-type: none"> Approve changes to 'school organisation' relating to: <ul style="list-style-type: none"> School meals School hours – start and finish times Length of school day Term dates Age range Capacity increase Extended provision SEND 	<ul style="list-style-type: none"> Collaboratively consider changes to 'school organisation' relating to: <ul style="list-style-type: none"> School meals School hours – start and finish times Length of school day Term dates Age range Capacity increase Extended provision SEND 	<ul style="list-style-type: none"> Consulted on changes to 'school organisation' relating to: <ul style="list-style-type: none"> School meals School hours – start and finish times Length of school day Term dates Age range Capacity increase Extended provision SEND Develop and submit business case for changes (to be agreed by the Trust Board) 	<ul style="list-style-type: none"> Propose and collaboratively consider with ECT, changes to 'school organisation' relating to: <ul style="list-style-type: none"> School meals School hours – start and finish times Length of school day Term dates Age range Capacity increase Extended provision SEND Lead consultation with stakeholders
Stakeholder engagement	<ul style="list-style-type: none"> Review staff survey results and Trust wide action plan Develop mechanisms are in place to engage parents and staff 	<ul style="list-style-type: none"> Develop annual staff survey and report results and actions to the Trust Board Develop Trust wide parent and pupil survey and report results and actions to the Trust Board Ensure management external relationships with local authorities and the Regional School Commissioner Ensure support for school engagement with parents and the wider community Monitor school staff survey actions plans to address Trust-wide issues Monitor progress against staff survey action plans 	<ul style="list-style-type: none"> Review results of staff survey and action plan Ensure support for engagement with parents, pupils, community and LA Review results of parent and pupil surveys and action plans Monitor pupil engagement strategies Review the results of pupil surveys and School Council or Pupil Parliament reports 	<ul style="list-style-type: none"> Ensure implementation of annual staff survey and subsequent action plan Develop and maintain effective engagement and communication with parents and the wider community Develop and maintain effective pupil engagement strategies (surveys, pupil council and pupil parliament etc)

Function	Board of Directors (or a committee of the Board)	Executive Central Team	Local Advisory Board (LAB)	Headteacher
SEND	<ul style="list-style-type: none"> Review and assess the impact of SEND provision across the Trust Approve the Trust SEND Policy 	<ul style="list-style-type: none"> Develop a Trust wide SEND Strategy and report to the directors on its' effectiveness. Review KPIs across the Trust for identification of any areas of concern for referral to the directors Develop a Trust SEND Policy 	<ul style="list-style-type: none"> Monitor the impact and effectiveness of the SEN policy Review and approve the SEN Information Report and ensure compliance with the SEND Code of Practice Review school accessibility plan and its implementation, ensuring compliance with the requirements of the SEND Policy 	<ul style="list-style-type: none"> Ensure provision for SEND pupils in line with the SEND Code of Practice Report to the LAB on the impact and effectiveness of the SEN policy at least annually Ensure designated teacher to be responsible for the operation of the SEND policy and coordination of SEND provision Ensure publication of the school 'School Information Report' for review by the LAB and publication Ensure compliance with the relevant SEND legislation including the SEND Code of Practice and Equality Act 2010
Vision, values and strategy	<ul style="list-style-type: none"> Approve the Trust vision and values Ensure preservation and promotion of the religious character of the Church schools as determined by the Diocese of Durham and Newcastle Ensure the preservation of the character of our community schools. Approve Trust strategic objectives Review progress of the Trust against its strategic objectives and KPIs Approve Trust-wide strategies Approve a Trust Policy Framework Approve Trust growth decisions (free schools, sponsored schools and convertors) <p>New Schools</p> <ul style="list-style-type: none"> Approve school applications to join the Trust 	<ul style="list-style-type: none"> Develop and communicate the TRUST vision and values to schools Ensure contribution to the revision and development of vision, values and strategy through consultation Develop strategic objectives for the Trust Ensure deliverance on strategic objectives for the Trust in partnership with schools Report progress against strategy and KPIs to the Board Review and challenge progress of the school against its strategic objectives and KPIs Develop a Trust Policy Framework Develop Trust growth opportunities following agreed due diligence protocols Ensure consideration of requests, conduct due diligence and make recommendations to the Board for new schools 	<ul style="list-style-type: none"> Ensure contribution to the revision and development of the Trust and school vision, values and strategy Monitor and support the implementation of the vision and ethos of the school Consulted on school strategic objectives annually Review progress against school strategy and KPIs Ensure compliance with requirements of the Trust Policy framework 	<ul style="list-style-type: none"> Ensure contribution to the revision and development of the Trust and school vision, values and strategy Develop, monitor and support the implementation of the vision and ethos of the school at a local level Monitor and support the implementation of the vision and ethos of the Trust at a local level Ensure preservation and promotion of the religious character of the Church schools as determined by the Diocese of Durham and Newcastle Ensure that each Church school continues to strongly demonstrate its distinctiveness as a Church School as evaluated by SIAMS Consulted on school strategic objectives annually Review progress against school strategy and KPIs Ensure compliance with requirements of the Trust Policy Framework Develop school strategic objectives and improvement plans Report progress to the Local Advisory Board Ensure compliance with requirements of the Trust Policy Framework Ensure Trust-wide policies link to school policy
Website compliance	<ul style="list-style-type: none"> Receive report on website compliance 	<ul style="list-style-type: none"> Ensure collaboration with schools to ensure quality assurance process to ensure school's compliance with DfE website requirements 	<ul style="list-style-type: none"> Review report on school's compliance with DfE website requirements 	<ul style="list-style-type: none"> Ensure statutory information is published on the school website and maintain its compliance, including required details of governance arrangements, performance, financial and equality data Report on website compliance to LAB and ETC

Revision History

Version	Version Date	Author	Summary of Changes
V0.1			
V1.0			
V2.0			
V2.0			
V3.0			
V4.0			
V5.0			
V6.0			