



BASE Academy Trust Scheme of Delegation

Date Reviewed Sept 24

Next Review Sept 25



Introduction

BASE Academy Trust is a value driven Multi- Academy Trust with a determination for educational excellence that is rooted in moral purpose. Our overarching aim and vision is to deliver outstanding education for all children in our schools, ensuring that they have access to the highest standards of teaching, resources and learning opportunities in order to achieve their full potential and improve their life chances and future prospects.

The trust is fully committed and focused on continuous school improvement and outstanding leadership. Each of our Academies is dedicated to achieving the highest quality of learning experience for all its pupils and to achieving the best possible outcomes for them. Through partnership and collaboration, we will raise aspiration and achievement through ensuring better provision, richer resources and higher standards for all our pupils thus fulfilling our motto:

‘Believe, Achieve, Succeed in Education’

The educational landscape continues to change with more schools converting to academies. This document sets out how we will plan, guide, support and improve our academies (and schools that are yet to join us) ensuring that there is a clear focus on improving leadership, governance, teaching, learning and raising standards.

We have a cost-effective organisation and a business model that delivers efficiency, effectiveness and growing economies of scale to free up more resources for the front line.

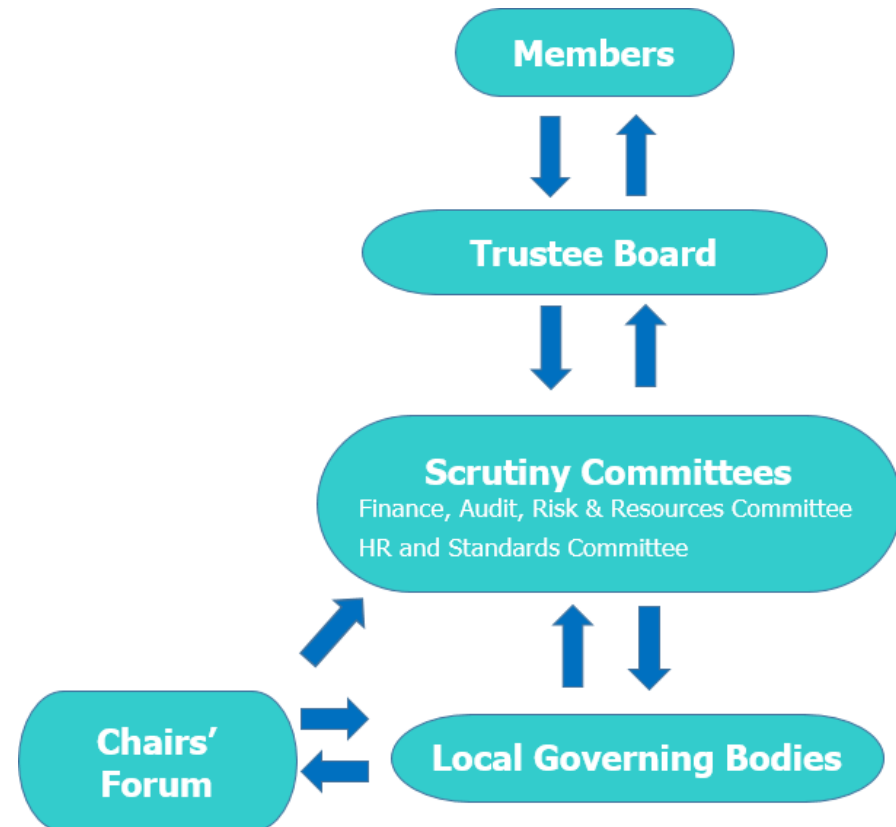
I am glad to have a strong Board of Trustees which provides the effective support and challenge required to ensure that the Trust is a good employer, and as a multi-academy trust, an effective home for our academies, with the leadership and track record to succeed.

It is said ‘it matters not what someone is born, but what they grow to be’. Our role is to ensure that our pupils make the most of their opportunities by ensuring that our academies aspire to and reach the highest standards.

The board of Trustees has overall legal responsibility for the operation of Base Academy Trust and the schools within it. It is legally accountable to the DFE and must operate and comply with the provisions set out in its constitutional documents and all relevant legislation including the Articles of Association of the Trust, the Master Funding Agreement and the Academy Trust Handbook.

In accordance with the terms of its Articles of Association, the Trust's powers are exercised by its Trustees with the CEO having executive authority for day-to-day operations. Trustees have formed three sub-committees to support the scrutiny of their roles. These committees have delegated responsibilities with clear terms of reference. The committees are Standards and Inclusion, Resources and Audit and Risk. All information from these committees directly feed into the Trust Board. Trustees may appoint a Local Governing Committee for each school within the Trust. In accordance with the terms of its constitutional documents and, where applicable. Determinations made by the Trustees, this scheme of Delegation sets out in detail those powers which are reserved to the Trustees (the board) and the responsibilities delegated to the senior leadership team and Local Governing Boards.

There is an option to hold a chairs forum that meet termly in between the LGC meetings and the Board meeting to ensure that the sharing of information, good practice and the participation in shaping the Trust's future.



Members

The members of the academy trust act as the guardians of the Trusts constitution. The members' role is to monitor the performance of the trust and hold the trustees to account. Members are akin to the shareholders of a company. They have ultimate control over the academy trust with the ability to appoint the trustees and the right to amend the trust's articles of association. The members meet at least once a year, to help them keep aware of any key factors affecting the Trust and its educational and financial performance.

Members:

- Are the subscribers to the memorandum of association
- May amend the articles of association subject to any restrictions created by the funding agreement or charity law.
- May, by special resolution, appoint new members or remove existing members other than, where there is one, the foundation/sponsor body and any members it has appointed.
- Have powers to appoint Trustees as set out in the Trust's Articles of Association and powers under the Companies act 2006 to remove Trustees.
- May, by special resolution, issue direction to the Trustees to take a specific action.
- Appoint the Trust's external auditors and receive (but do not sign) the audited annual report and accounts (subject to the Companies Act)
- Have the power to change the company name and, ultimately wind it up.

Board of Trustees

The Trustees are responsible for the core governance functions performed by the governing board in a maintained school, setting the direction, holding the CEO/Head teacher to account and ensuring financial probity. As academy trusts are charitable companies the trustees must ensure they comply with charitable law requirements. Their duties include attending meetings, managing conflicts of interest, seeking advice from the academy's leadership team and ensuring the academy has the appropriate procedures in place for reporting financial information.

Local Governors

Local governor functions are delegated by the board of trustees. Local governors are primarily focused on teaching, learning and standards within the individual school's they represent. They have a much more detailed knowledge about activities concerned with teaching and learning overall within their school whilst the trustees retain overall responsibility and a more strategic view of standards of all schools in the trust.

Delegated Duties	
People	
Members Appoint/Remove	The Members appoint and remove members in accordance with the Articles of Association.
Trustees Appoint/Remove	The Members appoint Trustees in accordance with the Articles of Association. Trustees can appoint co-opted Trustees. Trustees can cease to hold office if they are removed by the person who appointed or elected them or otherwise by ordinary resolution of the Members. Co-opted Trustees can be removed by resolution of the Trustees, excluding other co-opted Trustees who are not entitled to vote on the matter. Trustees can be disqualified in accordance with the Articles of Association.
CEO Dismiss	The Board of Trustees dismisses the CEO. Departure of the senior executive leader (accounting officer) (Academies Trust Handbook Sept 2024) 1.30 When the senior executive leader is planning to leave the trust (for example retirement or resignation), the board of trustees should approach their Regional Schools Director (RSC) in advance to discuss their structure and options, including plans for recruitment.
Executive Head Appoint and Dismiss	The Board of Trustees appoints and dismisses the Executive Head.
CFO Appoint and Dismiss	The Board of Trustees appoints and dismisses the CFO.
Chair and Vice Chair of the Trust Board Appoint/Remove	The Trustees elect the Chair and Vice Chair of the Board, who can resign office at any time or be removed in accordance with the Articles of Association.

Chair and Vice Chair of Trust Committees	The Trustees elect the Chair and Vice Chair of the Trust Committees.
Clerk to the Board of Trustees Appoint/Remove	The Trustees appoint and remove the Clerk to the Board of Trustees.
LGB Chairs Appoint/Remove	The LGC is responsible for the election and removal of the Chair for the LGC, subject to the Trust Board approval. The Chair of the LGC shall be elected annually.
Clerk to the LGB	The Trust Board appoints and removes the Clerk to the LGC. The LGC can advise the Trust Board on the clerks effectiveness.
LGB Parent Governor Election Appoint/Remove	The LGC undertakes the election process for the appointment of the parent governor and is responsible for the removal of the parent governor.
LGB Staff Governor Election Appoint/Remove	The LGC undertakes the election process for the appointment of the staff governor and is responsible for the appointment and removal of the staff governor.
LGB Co-opted Governor Appoint/Remove	The LGC appoints and removes the LGB Co-opted governors subject to the approval of the Board of Trustees.

Governance			
Trust Board	CEO and Executive	Local Governing Committees	Headteacher
• Legally responsible for the Trust, schools and their governance. • Responsible for the Board's own processes in line with the legal requirements as set down in the Articles of Association and, for academies, the Master Funding Agreement. • Legally responsible for statutory compliance. • Delegate agreed certain responsibilities to the LGCs and to the executive. • Responsible for succession planning and the recruitment of Trustees and Local governors to ensure an appropriate balance of skills and effectiveness of Trustees and governors at a local level. • Responsible for ensuring that Trustees have the right level of training. • Responsible for new Trustee induction • Responsible for evaluating their own processes and effectiveness. • Responsible and accountable for evaluating the performance and effectiveness of LGCs. • Responsible for declaring any business interests. • Trustees are responsible for declaring any business interests they have in relation to the school.	• Act on behalf of the Board to enable it to discharge its duties in relation to statutory compliance and the performance of schools. • Responsible for the line management of Headteachers. • Support the Board and LGCs with their training and new Trustee/LGC induction. • Provide the Board and LGCs with advice and guidance to help them improve and evaluate their processes and effectiveness. • Make recommendations to the Board on local governance model(s) • Provide administrative support for the Board. • Review the independence and professionalism of clerking to ensure that LGCs have effective clerking service to drive improved governance. • Responsible for new LGC governors' induction.	• Appoint LGC Chair. Also build in succession planning for Chair of LGC • Responsible for induction and ensuring that members of the LGC have the right level of training, with support from the Clerk/Executive. • Are responsible for evaluating its own processes and effectiveness. • Are responsible for maintaining its register of business interests. • LGC members are responsible for declaring any business interests they have in relation to the school. • Responsible for securing provision of administrative support clerking for the LGC, line management and performance management of the clerk to the LGC. • Responsible for ensuring the Governor Gateway is kept up to date with governance information via the Clerk to LGC.	• Part of the recruitment process for securing provision of administrative support clerking for the LGC. • Responsible for ensuring the Governor Gateway, the school website and the Department for Education's Get Information About School (GIAS) is kept up to date with governance information, supported by the Clerk and school office staff. • Support The LGC with their training and any new LGC induction. • Responsible for advertising governors' roles and discussing the roles with perspective members. • Responsible for meeting LGC chair regularly to keep them updated about school matters. • Responsible for facilitating LGC members into school to assist monitoring.

Strategy			
Trust Board	CEO and Executive	Local Governing Committees	Headteacher
- Review and agree the overall vision, values, strategy and long-term objectives for the Trust. - Approve key performance indicators against which to monitor. - Implementation of strategy and long-term objectives. - To formulate a growth strategy and consider any requests from other schools to join the Trust in consultation with the LGCs, CEO, CFO and HR. - To determine, review and approve Trust policies	- Develop and propose strategy to the Board. - Are responsible for implementing the strategy approved by the Board. - Develop and propose key performance indicators (kpis) against the strategy and long-term objectives. - Monitor progress against strategic aims and kpis, taking corrective action as required. - Oversees the development and regular updating of accurate self- evaluation of school and LGC. - Provide professional support and challenge to schools in developing and implementing their strategic plan.	- Responsible for overseeing the implementation of the Board's strategy as it applies to the school. - Provide challenge and support for developing the school's annual Improvement Plan - Oversees the development and regular updating of accurate self- evaluation of school and LGC. - Contribute to the development, implementation and monitoring of the Trust School Improvement Strategy. - Responsible for the adoption and compliance of Trust /school policies.	- Responsible for developing the school's annual Improvement Plan, based on accurate self-evaluation. - Contribute to the development, implementation and monitoring of the Trust Education Strategy - Support the review of Trust/school policies. - Responsible for updating the school SES regularly. - Responsible for reviewing and analysing the SIP report termly and addressing any actions. - Responsible for keeping policies up to date.

School Improvement			
Trust Board	CEO and Executive	Local Governing Committees	Headteacher
• Create robust accountability, oversight and assurance for educational performance through the Trust school improvement strategy. • Develop and review annually the Trusts school improvement strategy. • Hold executive leaders to account for the educational performance of Trust schools and their pupils, and the performance management of staff. • To determine a pupil premium policy and monitor in terms of pupil outcomes and narrowing the attainment gap. • Accountable for the attainment and progress of disadvantaged pupils who attract the pupil premium, catch up and other targeted payments. • Accountable for the attainment and progress of SEND pupils. • To appoint a Standards and Inclusion Committee with clear terms of reference. • To determine a Trust wide	• Provide professional support and challenge schools to drive improvement and high standards • Set annual performance targets for schools relating to the quality of education. • The implementation of the Trusts school improvement strategy. • Responsible for monitoring the schools' performance. • Report to Trustees on schools' performance against targets. • Responsible for monitoring the schools' response to the recommendations of the last inspection. • Responsible for monitoring pupils' quality of education • Responsible for monitoring progress and attainment of different groups of pupils (including but not limited to pupil premium and others	Knowing, understanding and challenging: • The school in its self-evaluation of significant strengths and weaknesses • The school's response to the recommendations of its last inspection • To review reports from the Trusts school improvement strategy and set any recommended actions. • Responsible for reviewing School Improvement visit notes, and monitoring of progress linked to the SDP. • Pupils' overall progress and attainment and that of different groups of pupils (including but not limited to pupil premium and others facing financial disadvantage, special educational needs	• Responsible for the accurate self-evaluation of the school, its strengths and weaknesses and for implementing a plan of action to improve and develop based on the evaluation. • Ensures a high quality of education is provided for all children. • Has a detailed understanding of pupil attainment and progress (and the attainment and progress of specific groups), underpinned by sound evidence (including at individual pupil level) • Ensures appropriate action is taken in a timely, consistent and strategic way to address areas of weakness and improve academic performance, drawing on the best available evidence and monitoring impact. • Responsible for sharing School Improvement Team visit notes with the whole LGC and facilitating LGC involvement in feedback meetings. • To implement attendance policy in line with statutory guidance and monitor all pupils' attendance including different groups of pupils.

attendance policy in line with statutory guidance and monitor all pupils' attendance including different groups of pupils. • To review all schools' hours of opening and closing and ensure they are at least 32.5 hrs per week. • Approve term dates and inset dates.	facing financial disadvantage, special educational needs and disability, • looked after children, different ethnic groups with English as an Additional Language, most able pupils, differing ability cohorts) • To implement a Trust wide attendance policy in line with statutory guidance and monitor all pupil's attendance including different groups of pupils. • To ensure all schools hours of opening and closing are at least 32.5 hrs per week. • Review and set term dates and inset dates consulting with schools	and disability, looked after children, different ethnic groups with English as an Additional Language, most able pupils, differing ability cohorts). • To ensure attendance policy is implemented in line with statutory guidance and monitor all pupils' attendance including different groups of pupils. • To ensure all schools hours of opening and closing are at least 32.5 hrs per week. • Propose term dates and inset dates. • The provisions in place to support pupils' progress and attainment (and the progress and attainment of specific groups), and for knowing and understanding the impact of those provisions.	• To ensure all schools hours of opening and closing are at least 32.5 hrs per week. • Review and set term dates and inset dates consulting with staff and LGC. • Responsible for working collaboratively across the Trust on school improvement priorities seeking out expertise within the Trust to further develop their own school. • Responsible for all pupils' progress conducting termly meetings with teachers and ensuring any actions agreed are implemented.
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Quality of teaching			
Trust Board	CEO and Executive	Local Governing Committees	Headteacher
Overall responsibility for the quality of teaching across schools and ensure that sufficient resources are allocated to deliver teaching excellence	- Responsible for supporting, challenging and advising the school in its programme of improvement. - Responsible for monitoring statutory compliance on behalf of the Board - Support each school in monitoring and evaluating the quality of teaching across the school and ensure that sufficient resources are allocated to deliver teaching excellence.	- Responsible for knowing and understanding the school's own evaluation of the quality of teaching and ensuring the Headteacher is held accountable for improvements. - Responsible for supporting and challenging the school in its programme of improvement - Support the Head teacher to monitor and evaluate quality of provision across the school. - Ensuring that they quality assure and cross check through monitoring.	- Responsible for the quality of teaching in the school according to Trust policies and guidance - Responsible for the accurate self-evaluation of the quality of teaching, its strengths and weaknesses and for taking action to improve the quality of teaching - Monitor and evaluate the quality of teaching across the school and ensure that sufficient resources are allocated to deliver teaching excellence. - Produce and develop teaching and learning CPD and documentation through evidence-based approaches. - Responsible for the consistency of teaching and learning across the school in line with agreed policies and procedures. - Responsible for working collaboratively across the Trust on the continuous development of teaching and learning seeking out expertise within the Trust to further develop their own school.

Curriculum			
Trust Board	CEO and Executive	Local Governing Committees	Headteacher
- Responsible for oversight of the curriculum as part of the overall strategy for school improvement - To determine a Trust wide Curriculum strategy to ensure provision of a broad and balanced curriculum that contains all statutory obligations - To determine a Trust wide strategy and policy on religious education and collective worship - To determine a Trust wide strategy and policy on SEND, Accessibility and Equality - To determine a Trust wide strategy for assessment.	- Monitor the quality of education across the Trust and intervene as defined in the School Improvement Strategy if the curriculum does not meet the needs of all children. - Provide subject networks to support the delivery of a curriculum for an ever-changing World across the Trust schools. - Provide curriculum and statutory assessment guidance for all schools (EYFS, KS1 and KS2) - Monitor the implementation of the curriculum across the Trust (with the LGC) support, challenge and advise the school in the development and implementation of its curriculum policy. - Responsible for monitoring statutory compliance on behalf of the Board - Responsible for implementing a Trust wide strategy and policy for assessment.	- Responsible for agreeing the principles upon which the Curriculum Policy (including Religious Education and Collective Worship) are agreed. - Responsible for the school vision and intent for the curriculum. - Responsible for knowing and understanding the school's own evaluation of the quality of its curricular and co-curricular provision. - Support and challenge the school in the development and implementation of its curriculum policy. - Ensure senior leaders are accountable for the overall quality of education within the school	- Responsible for the development and implementation of the school's curriculum policy - Responsible for the quality of education provided across the school for all learners. - Responsible for the progression of learning across all subjects - Responsible for ensuring statutory requirements regarding curriculum are adhered to across the school - Responsible for implementing a policy for assessment. - Responsible for working collaboratively across the Trust on curriculum, seeking out expertise within the Trust to further develop their own school. - Responsible for the consistency of curriculum across the school in line with agreed policies and procedures.

Finance			
Trust Board	CEO and Executive	Local Governing Committees	Headteacher
• Legally responsible for the Trusts assets and accounts and for statutory compliance • Maintain robust financial oversight in accordance with the DFE and Academy Trust handbook. • Have financial oversight. Ensuring that there are appropriate controls so that there is regularity, probity and value for money. • Approve and manage the level of contribution of each school. • Review and support a rolling 3-year strategic vision for the finances of the Trust and its schools. • Set the budget principles for the schools' budgets and 3-year forecasts and approve the consolidated position for the Trust. • Responsible for the appointment of the Responsible Officer and Audit Committee • Approve the financial scheme of the delegation and appoint a Resource Committee.	• Responsible for compliance with the ESFA Academy Trust handbook • Develop a rolling 3-year financial plan in accordance with the strategic vision of the Trust. • Act on behalf of the Board to discharge the duties in relation to statutory compliance and financial performance of the schools. • Provide accounting, financial planning, treasury and financial systems services for schools. • Support external auditors in the production of the annual accounts. • Work closely with the Headteacher and school in the preparation of the budget and 3-year	• Provides challenge and support to the Headteacher in preparing draft budget submissions to central office within the budget timetable, meeting Trust budget principles and within allocated resources. • Works with the Headteacher to agree identified priority capital investments/projects for the school and monitors the progress of capital works. • Proposes the school budget to the Trustees. • Advises the Headteacher on priorities for workforce, budget and value for money based on budget assumptions. • Contributes views in relation to priorities within the final budget and 3-year forecast. • Provides challenge and assurance that the school is	• Works closely with the LGC and executive in the preparation of the budget and 3 years forecast for approval by the Board in line with Trust budget principles. • Responsible for controlling costs and ensuring budget commitments are met. • Ensures compliance with all Trust financial policies and procedures. • Cooperates with auditors and implements their reasonable recommendations. • Responsible for delivering value for money through adherence to the procurement processes and purchasing limits. • Approval of spend in accordance with the limits set in the Financial Scheme of Delegation.

• Approve annual accounts. • Develop and monitor the strategic plan for capital expenditure considering all schools' 3 Year Plans. • Determines the scope of the back-office services to be delivered centrally. • Consider management accounts six times a year (Chair to consider monthly) • Ensure a programme of internal scrutiny to provide independent assurance to the board that its financial and non-financial controls and risk management procedures are operating effectively. • Ensure an appropriate, reasonable and timely response to any findings given by auditors, taking the opportunity to strengthen the systems of financial management and control. Approve cash, banking, investment, • Procurement and purchasing limit policies to ensure compliance with the Academy Trust Handbook • Determines the contracts and SLAs to	forecast, setting national assumptions and reviewing and challenging locally set assumptions. • Prepare the consolidated Trust budgets for approval by the Board. • Ensure that the agreed financial scheme of delegation is adhered to. • Monitor the schools' financial performance and challenges where there are variances to budget and the 3-year forecast. • Develop a rolling programme of internal scrutiny for approval. • Cooperate with auditors and implement their reasonable recommendations. • Develop procurement processes and purchasing limits to ensure Value for Money and ensure compliance with Academies	complying with the finance policy (including the procurement processes and purchasing limits) • Approval of spend in accordance with the limits set in the Financial scheme of delegation. • To monitor the central services offered by the Trust • Monitor the effectiveness of the delivery of any contracts and SLAs for its school.	
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be procured on behalf of schools and ensures that centrally procured services are value for money. • Approval of spend in accordance with the limits set in the Finance and Procurement policy. • Review and approval of Trust wide financial policies • Approve insurance for the Trust	Trust Handbook • Open new bank accounts as appropriate and manage cashflow in line with investment policy. • Maintain the Trusts Asset register. • Approval of spend in accordance with the Financial Scheme of Delegation. • Implement a MAT financial procedures manual. • Ensure all schools are insured agreed by the Trust		
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Recruitment of staff			
Trust Board	CEO and Executive	Local Governing Committees	Headteacher
- Responsible for knowing and understanding the training requirements for safer recruitment. - Responsible for the recruitment and appointment of the Chief Executive ensuring it is in line with Trust policy and procedure. - Responsible for the recruitment and appointment of the CFO ensuring it is in line with Trust policy and procedure. - Responsible for the recruitment and appointment of the Strategic Lead for Governance ensuring it is in line with Trust policy and procedure. - Support the CEO by joining appointment panels contributing to the appointment process of an SLT team member - In their role as a link Trustee, any Trustee may be invited to be part of a recruitment and selection process for a Headteacher role	- Responsible for knowing, understanding and implementing the training requirements for safer recruitment. - The SLT and HR central team will provide the Board and schools with professional support and advice relating to the recruitment of staff. - Responsible for the recruitment and appointment of Headteachers, in line with Trust policy and has final responsibility for agreeing an appointment. - Responsible for recruitment to Central Team positions - Supports the Headteacher by joining all appointment panels for senior leadership posts This must include Nursery Manager posts. - Responsible for monitoring the Central Team Single Central Record (SCR) and statutory compliance with safer recruitment on behalf of the Board. - Support the Headteacher by joining appointment panels	- Contributes to the appointment of the Headteacher in close consultation with the Central Executive - Using key performance data provided by the school and HR central team, staying fully aware of the school's activity in terms of its staff, staffing structures and more general HR data - Responsible for knowing and understanding the training requirements for safer recruitment. - Responsible for ensuring sufficient LGC members are trained in safer recruitment training and maintaining training records.	- Responsible for the recruitment and appointment of all school staff other than themselves and for ensuring it is in line with all relevant Trust policies and ensuring that appropriate job descriptions and pay rates are deployed. - Responsible for informing the LGC of all proposed senior leadership recruitment enabling the LGC to be part of the panel. - Responsible for communicating senior staff appointments to the LGC. - Reports key performance on recruitment and more general HR to the LGC - Responsible for the accuracy of the school's Single Central Record and statutory compliance with safer recruitment requirements - Responsible for knowing and understanding the training requirements for safer recruitment. - Responsible for ensuring sufficient school leadership staff are trained in safer recruitment

	contributing. to the appointment process of senior leadership team members depending on school risk • Provide LGCs and schools with relevant data regarding staff recruitment and retention, including Trust and national benchmarks where available. • Responsible for ensuring sufficient central team members and LGC members are trained on safer recruitment training and maintaining training records. • Must ensure that all recruitment paperwork is filled out and is kept in line with the Retention Policy		training and maintaining training records. • Responsible for ensuring that all recruitment paperwork is filled out and is kept in line with the Retention Policy • Responsible for signing off the SCR at least termly ensuring compliance with Trust policy and procedure
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Staff Professional Development			
Trust Board	CEO and Executive	Local Governing Committees	Headteacher
• Ensure that staff development is given appropriate attention and resources by the Executive. • Through monitoring performance of the organization, challenge and support the executive to develop the capability of staff	• Monitors the professional development provided by schools to ensure that the organization provides appropriate opportunities for all staff. • Provide and deliver an induction programme for newly appointed school leaders and central team members. • Provide Trust wide professional development for all Trust Headteachers • Coordinate talent development and succession planning for leadership across the Trust. • Develop and implement the HR strategy, including delivery (directly or via commissioned support) of professionals. development programmes where appropriate • Ensures Trust wide staff development resources are available through the school drives. • Provide and record CPD for central team members	• Monitors effectiveness of professional development, talent management and succession planning of all school-based staff and supports and challenges appropriately	• Develops and implements the school's continuing professional development (CPD) strategy, including delivery of CPD aligned with the school's improvement plan targeted to different groups of staff. • Reports on CPD and its impact through the Headteacher report • Maintains a structured approach to talent management and succession planning at school level. • Ensures staff are able to benefit from appropriate professional development opportunities, (including internal and external opportunities), in line with talent management objectives. • Ensures that CPD is recorded for staff

Performance Management, staffing and pay			
Trust Board	CEO and Executive	Local Governing Committees	Headteacher
- Responsible for approving Trust policies for performance management and pay to include terms and conditions of employment and setting of pay scales. - Directly responsible for the performance management of the Chief Executive, grievance or disciplinary action - Approve annual pay awards applicable for all groups of staff. - Responsible for authorizing performance-based pay awards for the Central Executive team as proposed by the CEO. - Responsible for monitoring pay progression awarded for	- Develop overall policies for performance management and pay. - Contributes to performance management of the Headteacher in conjunction with the LGC committee for the school. - Provide professional support for performance management across all schools. - Undertake and approve pay progression of central team members. - May be requested to be part of a pay appeal panel. - Approve restructuring of Headteacher post - Responsible for proposing central team restructuring. - Responsible for agreeing new roles and ensuring that new roles are evaluated through a Job Evaluation	- May be requested to be part of a pay appeal Panel. - Responsible for managing the performance of the Headteacher and monitoring this through the appraisal process and regular Chair meetings. - Responsible for actioning informal capability and structured support to the Headteacher where appropriate - Contributes to performance management of the Headteacher in conjunction with the Ex HT - Monitors pay progression for school-based staff and triangulates with the SIP. - Responsible for determining pay progression of all school-based staff. - Approves and supports restructuring of school-	- Responsible for managing performance of school-based staff and implementing Trust performance management policies for all staff in schools. - Ensures HR policies and processes are implemented in line with policy. - Ensures LGCs have sufficient information to monitor performance management and pay progression. - Ensures pay and performance management are conducted in line with equality requirements, Trust policy and procedure. - Recommends pay progression for school-based staff in line with the Pay Policy to include UPS teachers. - Moderates pay progression of school-based staff. - Commencing informal capability and structured support for school staff - Discipline/dismiss school-based staff as part of a Panel. - Investigate formal grievance

the central team. • May be requested to be part of a pay appeal panel. • Approve restructuring of central team and central executive posts • Be part of a panel to dismiss or discipline a Headteacher or a central executive member. • Participate in formal capability Panel against the CEO, member of the Executive, central team or Clerk to Trustees or Headteacher • Investigate a grievance lodged against a member of the executive/Clerk to Trustees • Be part of an appeal panel for action taken against a Headteacher or member of the central team	• Responsible for communicating all changes to LGCs and Headteachers and ensuring that relevant information is available via Governor Gateway • Be part of a panel to dismiss or discipline a Headteacher or central executive member. • Be part of a formal capability panel against a Headteacher or member of the central team • Investigate a grievance lodged against a member of the central team. • Be part of an appeal for action taken against a Headteacher or a member of the central team • To develop a people strategy	based posts (not Headteacher) • Monitors terms and conditions, pay grades, roles and contracts to ensure they do not deviate from Trust standards. • Discipline/dismiss school-based staff as part of a panel. • Be part of an appeal for school-based staff • Support grievance process lodged by school staff where Headteacher has had previous involvement. • Investigate a grievance lodged against the Headteacher. • Participate in formal capability against a member of school-based staff	against school-based staff unless grievance is against the Headteacher. • Lead formal capability against school-based staff. • Consults with LGC on staff restructure plans, using central team expertise • Responsible for ensuring staff are given opportunities to develop using expertise across the Trust. • Responsible for implementing effective coaching, mentoring and supervision when staff would benefit from these approaches.
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Inspection			
Trust Board	CEO and Executive	Local Governing Committees	Headteacher
• Receive inspection reports and lessons learned as appropriate. • Receive reports regarding proposed actions to address key issue where a school is found to be inadequate or requiring improvements	• Provide support to the school prior to, during and after inspections. • Provide update training for Ofsted inspections.	• Understands the requirements of the inspection process and supports the Headteacher. • Responsible for engaging fully with the inspection process. • Communicates the outcomes of the inspection process to parents, carers and guardians in line with statutory requirements	• Responsible for ensuring all staff and the LGC fully understand. • requirements of the inspection process • Responsible for implementing any areas for improvement from inspection reports.

Early Years			
Trust Board	CEO and Executive	Local Governing Committees	Headteacher
• Receive annual reports on compliance, standards and proposed actions to address issues. • Review data on EYFS performance across the Trust schools with EYFS provision • Responsible that each school designs an appropriate curriculum that supports its context.	• Responsible for monitoring statutory compliance with respect to EYFS. • Review data on EYFS performance. • Provide training, advice, guidance, support and challenge with respect to EYFS provision • Support schools in designing an effective EYFS curriculum that supports the school's context.	• Appoints an LGC member to have specific responsibility for EYFS. • Responsible for monitoring the school's evaluation of the quality of education, in particular early reading and phonics as part of the EYFS provision. • Responsible for monitoring the quality of provision, care practices in line with current Early years inspection handbook.	• Responsible for quality of provision of EYFS, and for implementing actions. • Implements an EY curriculum that has been designed to support the school's context.

Communication			
Trust Board	CEO and Executive	Local Governing Committees	Headteacher
- Communicate a clear vision, strategy and communication plan for the Trust - To monitor the Trust website	- Ensure effective communication between the Board, LGC Chairs, Headteachers and other staff. - Ensure that staff understand relevant organizational strategies and associated priorities. - Ensure that schools communicate appropriately with their communities. - Responsible for Trust wide communication about schools, including inspection outcomes - The CEO/CFO are responsible for publishing and maintaining governance documents and information on the Trust website, with compliance to be monitored by the Board of Trustees	- LGC Chair (with Headteacher) responsible for ensuring LGC members have all the information they require to be well informed about both the school and the Trust - LGC Chair (with Headteacher) responsible for ensuring the views of the LGC are well communicated to Trustees and Executive - Submit a regular return to Trustees on key headlines from the LGC. - Responsible for submitting papers for LGC meetings on Governor Gateway - Responsible for ensuring the activities of the LGC are communicated clearly to the school community. - Monitors communication with staff, parents and community to ensure that priorities are well	(With LGC Chair) responsible for ensuring LGC members have all the information they require to be well informed about both the school and the Trust. (With LGC Chair) responsible for ensuring the views of the LGC are well communicated to Trustees and Central Office - Ensures that organizational priorities are understood by staff, parents and pupils as appropriate. - Ensure all staff and volunteers are trained and abide by policies and code of conducts as regards communication including use of social media - Ensure that staff and parental surveys are carried out at least once a year and followed up appropriately. - Conduct at least termly pupil voice activities and respond to any concerns identified

		understood and issues of concern addressed. • Triangulate parental and staff feedback, ensuring that appropriate plans are in place to address concerns and key issues. • To monitor the school's website	• The HT and Office Manager are responsible for publishing and maintaining governance documents and information on the school's website, with compliance to be monitored by the LGC
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Links with parent, carers and wider community			
Trust Board	CEO and Executive	Local Governing Committees	Headteacher
• Ensure development of strategy for links with parents, carers and guardians	• Develop strategy for links with parents, carers and guardians	• Monitoring the school's links with parents, carers, guardians and the wider community • Supporting and challenging the school to improve and develop links. • Communication with parents to be informed about parents' views about the strengths of the school and areas for improvement.	• Responsible for developing effective links with parents, carers, guardians and the wider community in line with Trust Strategy.

Review of local school policies, processes and procedures			
Trust Board	CEO and Executive	Local Governing Committees	Headteacher
- Review and approve statutory policies, and other policies that apply across the Trust, including (but not limited to): Safeguarding, Supporting Pupils with Medical Needs, and Health and Safety policy - Review number and nature of complaints across the Trust	- Development of exemplar policies, policy guidance and compliance checklists - Approval of Trust-wide procedures and processes - Monitor schools' adherence to the cycle of policy reviews	- Ensure adherence to regular cycle of school policy/documentation reviews, and statutory publications. which include: - Pupil Premium strategy - PE, sports and catch-up premium strategy - Collective Worship Policy - RE Policy - Curriculum statement - SEND Policy - Behaviour and Anti-Bullying Policy - EYFS Policy - Children with Health Needs who can't attend school. - Early Careers Induction policy - Sex and Relationships Policy - Accessibility Plan - Health and Safety procedures and premises documentation - Online Safety - Equality Objectives - Ensure that practice within the school reflects most up-to-date policy documents – if practice does not	- Updating of all local school policies and statutory publications for approval by the LGC. Internal school procedures are agreed by the Headteacher.' - Regular updating of process and procedures e.g., attendance registers, complaints log, work experience procedures - Ensures that school health and safety policies are reviewed in accordance with Trust requirements including those determined by local risk assessment

		follow policy guidance, then policies are not effective and should be reviewed. Regular cycle of process scrutiny e.g. Attendance registers, complaints log, work experience procedures	
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Risk Management			
Trust Board	CEO and Executive	Local Governing Committees	Headteacher
- Overall responsibility for the risk management framework - Approve the Trust Risk Management Policy, including setting risk tolerances and determining risk appetite. - Consider the minutes of the Audit, Risk Committee, including the committee's review of the Strategic Risk Register, at each of its meetings and an annual report from the Chair of the committee	- Manage the strategic risks facing the organization. - Draft and implement a Trust Risk Management strategy and Risk Management Policy - Maintain, regularly review and update the Trust Strategic Risk Register - Audit school compliance with policy including existence and regular review of school key risk register	Oversees risk management at the local level, including regular reviews of the school risk register	Responsibility for risk management at their school, including the maintenance and regular review of a school risk register by SLT

Safeguarding			
Trust Board	CEO and Executive	Local Governing Committees	Headteacher
- Accountable for setting overall policies for safeguarding and child protection to ensure appropriate action is taken in a timely manner to safeguard and promote children's welfare. - Appoint a named safeguarding Trustee. - Ensure that each school has an annual external safeguarding review. - Set the strategic vision for the spiritual, moral, social and cultural development of pupils. - Monitor data in relation to safeguarding incidents and their resolution. - To determine a Trust wide behaviour policy and review the use of exclusions. Monitor data in relation to exclusions and their resolution	- Provide safeguarding and child protection guidance for all schools, in - in line with statutory guidance and non-statutory national guidance. - Quality is assured by sampling safeguarding visits to monitor compliance with policies and effectiveness of practice. - Implement an annual external safeguarding review in each school. - Responsible for monitoring that each LGC is effectively scrutinizing. statutory compliance with respect to safeguarding and child protection for all schools on behalf of the Board - Responsible for monitoring statutory compliance with respect	- Appoints a LGC member to have specific responsibility for welfare and child protection in the school, reporting to full LGC as appropriate. - Monitor data in relation to safeguarding incidents and their resolution within the school. - Monitor and challenge exclusions, racism allegations. - Consider representation of parents and carers, consider the reinstatement of an excluded pupil in accordance with the exclusions policy and statutory guidance. Where necessary the LGC will organize an independent review panel. - Monitors, supports and challenges the welfare and	- Responsible for safeguarding and child protection within the school - Checks SCR at least 3 times per year (termly) and ensures all new starters (including volunteers) are included.' - Ensures a senior leader is the designated lead who is responsible for ensuring all staff are trained and up to date with safeguarding procedures. - Responsible for identifying risks to effective safeguarding and taking action to reduce potential risks. - Responsible for the quality of spiritual, moral, social and cultural development of pupils - Responsible for ensuring that school policies and practices take into account the procedures and practice of the local authority. - Responsible for any exclusions/suspensions and arrangements for alternative

	to the quality of spiritual, moral, social and cultural development of pupils on behalf of the Board. • Ensure all board members have the appropriate child protection checks. and are recorded on the Central Team Single Central Record	child protection in the school including: (i) child protection (ii) exclusions (iii) serious disciplinary incidents (iv) attendance and (v) behaviour. • Responsible for knowing and understanding the school's own evaluation of the quality of spiritual, moral, social and cultural development of pupils	provision as required. • Responsible for providing reports on welfare and child protection to the LGC and to the Central Team
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Buildings and maintenance			
Trust Board	CEO and Executive	Local Governing Committees	Headteacher
- Review and support the Vision and strategy plans for Trust: - Estates - Green agenda - Review and approve 'planned' capital project proposals using School Condition Allocation and Fund	- Develop and review 3- year Vision and strategy for Estates in line with the DfE Good Estates Management for Schools - Develop and review spend criteria for SCA and Fund - Responsible for developing plans for SCA capital expenditure based on knowledge of estate. - Provide the Board and schools with professional support, challenges and advice relating to the management of buildings and estates. - Review and approve expenditure outside of the budget proposals for capital investment. - Responsible for organizing condition surveys for all schools on a rolling 3–5- year basis, along with new school joining Trust. - Responsible for insurance valuations (rebuilding) - Responsible for monitoring compliance with statutory regulations relating to premises and accommodation. - Receive, review and report to the Board and relevant committees on proposals schools for planned capital works	- Monitors planned and approved capital works. - Monitors the impact of DFC (Devolved Formula Capital) spend on the quality of school buildings. - Responsible, with the Headteacher, for developing priorities for capital expenditure in line with the condition surveys. - Responsible, with the Headteacher, for developing and reviewing business continuity plans	- Responsible for the maintenance of the school and facilities, with support from central team - Responsible, with the LGC, for developing priorities for capital expenditure from DFC in line with condition surveys and other estates information. - Develops EOB plans for capital projects. - Responsible, with the LGC, for developing and reviewing business continuity plans - Responsible for implementing the Trusts estate vision and strategy. - Ensuring the school has an asset management plan that is updated at least termly after school site walks/observations.

Health and safety			
Trust Board	CEO and Executive	Local Governing Committees	Headteacher
• Form the corporate body and serve as the employer under the Health and Safety at Work Act 1974 • Responsible for setting overall policies for health and safety that are applicable Trust wide. • Responsible for monitoring and periodically reviewing health and safety performance. • Ensure adequate resources are made available for the discharge of the employer's health and safety duties • Ensure each school conducts an annual health and safety audit and actions all findings • Responsible for ensuring all school meals provided reach appropriate nutritional standards	• Appoint a competent health and safety professional. • Develop health and safety policies and monitor performance reporting to the Board. • Implements an annual Health and safety audit ensuring all actions are completed. • Provide health and safety support to all schools and central teams. • The health and safety policy defines the Trusts risk appetite regarding health and safety compliance. • Provide central team staff with the training, information, instruction, and supervision as necessary to meet statutory requirements and fulfil their duties in a safe manner. • Approval of category B visits as the Trust educational visits advisor • Report RIDDOR reports to the HSE.	• Appoints an LGC member to have specific responsibility for health and safety in the school. Ensures that all actions are addressed on any external reports. • Monitors, supports, and challenges the health and safety performance at the school. • Monitor accident records	• Accountable for health and safety performance within the school • Responsible for the implementation of health and safety policies and for statutory compliance • Ensures that all staff within their school have received sufficient training, information, instruction, and supervision as necessary to meet statutory requirements and fulfil their duties in a safe manner. • Responsible for providing reports on health and safety to the LGC and relevant sub-committee (if relevant) • May delegate some health and safety responsibilities to staff in accordance with the Trust and school health and safety policy. • Ensures that staff with delegated responsibilities receive sufficient training, information, instruction and supervision This includes time to undertake the role. • Monitor that all school meals provided reach appropriate nutritional standards. • Ensure that at least half the termly site walks are conducted in order to

	Liaise with enforcing authorities		observe any health and safety issues or potential issues that need to be actioned.
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Provision of Information			
Trust Board	CEO and Executive	Local Governing Committees	Headteacher
- Accountable for the provision of clear and regular information to a range of relevant bodies - Accountable for statutory compliance	- Monitor statutory compliance on behalf of the Board. - Responsible for monitoring statutory compliance in relation to the information provided to the relevant bodies, parents and others on behalf of the Board. - Provide guidance and model policies. - Responsible for Trust website development and quality	- Responsible for monitoring the quality of information provided by the school. - Responsible for supporting and challenging the school on the quality of information. - Responsible for reviewing school policies and their implementation within an annual programme	- Responsible for the development and implementation of school policies in line with statutory requirements and best practice guidance. - Ensures LGC access to all information provided to relevant bodies, stakeholders including parents, prospective parents and the local community. - Ensures the information provided by the school is of a high quality. - Responsible for school website development and quality

Data Protection			
Trust Board	CEO and Executive	Local Governing Committees	Headteacher
• Accountable for compliance with all data protection legislation • Ensure adequate resource for GDPR compliance • Ensure each school implements an annual external GDPR Audit.	• Appoint a suitably qualified Data Protection Officer (DPO) or procure externally. • Decide response to data breaches including reporting to the Information Commissioner's Office (ICO) • Ensure Group ICO notifications are accurate and up to date. • Prepare, review and update a suite of data protection policies. • Ensure central team GDPR compliance. • Audit schools' GDPR compliance (external) • Provide access to GDPR training and updates. • Review any data breaches. • Review the outcome of the DPO audits on all schools, and implement central action points	• Ensure a Data Protection Lead (DPL) is appointed. • Review compliance with Data Protection Requirements	• Appoint a DPL of sufficient seniority. • Provide DPL with adequate training, support and resources to fulfil their role. • Ensure compliance with Trust data protection policies and procedures. • Report Breaches to Data Protection Officer and inform Central Team • Ensure all staff have received GDPR training

Handling of Complaints			
Trust Board	CEO and Executive	Local Governing Committees	Headteacher
• Ensure that a suitable complaints policy exists. • Receive and where appropriate investigate complaints about an LGC Chair • Receive and pass on to the relevant Executive complaints from the Department for Education (DfE), the Education and Standards Funding Agency (ESFA), Ofsted, Independent Schools Inspectorate (ISI) and similar bodies. • Review the number and type of complaints received across the Trust	• Develop and review Trust wide complaints policy. • Responsible for monitoring statutory compliance in relation to complaints. • Provide guidance and model templates on complaints handling. • Ensure complaints received at the Central Office are directed at the appropriate person in line with the complaints policy. • Support for complaints which reach stage 3 or where the complaint is about a Headteacher	• Responsible for handling and monitoring of complaints in line with school complaints policy, taking advice from the Central Team where complaints refer to the Headteacher	• Responsible for handling and monitoring of complaints in line with school complaints policy

Admissions			
Trust Board	CEO and Executive	Local Governing Committees	Headteacher
• The Board of Trustees is the legal Admissions Authority for all schools in the Trust. • To meet at strategic points in the year in line with admissions timetable • Responsible for determining all admission arrangements on an annual basis or where admissions code changes specify the need. • Responsible for approval of PAN changes • Review Trust information and data at committee meetings feeding into full board	• Responsible for developing Trust wide admission arrangements for all. • Responsible for monitoring statutory compliance in relation to admissions arrangements. • Responsible for developing and sharing appeals timetable for all schools. • Provide updates to the Trust Board on developments, involvement of external consultants and LA.	• Responsible for LGC for reviewing oversubscription criteria annually. • Review admissions numbers for school. • Responsibility for ensuring that all statutory admissions documents are live on the school website. • Responsibility for in-year admissions in consultation with the Headteacher	• Responsible for publishing all statutory admissions documentation on the school website. • Responsible for raising school profile for admissions. • Responsible for LGC for reviewing oversubscription criteria annually. • Responsibility for ensuring compliance with statutory obligations around admissions. • Responsibility for in-year admissions in consultation with LGC

Information and Communication Technology			
Trust Board	CEO and Executive	Local Governing Committees	Headteacher
• Monitoring of procurement and contracts. • Monitoring of Cyber Risk • Monitoring of ICT support services • Monitoring of the Trust Technology strategy. • Decision making on procurement of high- value contracts in accordance with the Procurement and Tendering Policy	• Responsible for the Trust Technology Strategy. • Decision making for procurement of services in accordance with the Procurement and Tendering Policy • Responsible for the monitoring of core services and software which are used across the whole organization. These are defined in the Trust Technology Strategy • Responsible for the provision and monitoring of ICT support services to ITIL/FITS standards. • Responsible for the provision and monitoring of asset management tools and operational information. • Responsible for evaluating and ensuring the cyber security and resilience of the	• Monitoring of school technology strategies. • Monitoring of the privileged access log to ensure that it is being maintained and updated for school systems. • Monitoring of online safety and internet access and filtering procedures linked to safeguarding. • Monitoring and evaluation of ICT training and CPD for all staff • Monitoring local cyber incident plans.	• Responsible for the procurement of ICT equipment and services in line with Trust policies and procedures. • Responsible for and monitoring the effectiveness of the school technology strategy. • Responsible for equipment replacement planning and budgeting. • Responsible for the School's public web presence including social media and school websites. • Responsible for the local cyber incident plan. • Responsible for ensuring staff ICT CPD that keeps staff up to date in the use of technology in the classroom and school. • Ensuring that ICT resources are available for both the ICT specific and wider curriculum. • Ensuring that the privileged access log is updated and checked on a regular basis. • Reporting users accounts to be created and disabled to the Trust

	organization including auditing and penetration testing by external third parties. • Responsible for creation and monitoring the effectiveness of the core Trust ICT policies. • Responsible for monitoring and implementation of change to core ICT systems.		ICT team. • Monitoring of online safety and internet use.
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