

## The Priestley Academy Trust Scheme of Delegation

### Introduction

The Priestley Academy 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 Trustees - The Board of Trustees may decide to form committees to carry out certain of its functions. The term 'Board of Trustees' will therefore include any such committees that may be formed from time to time.
- Chief Executive Officer (CEO)
- Senior Executive Group (SEG) – Includes, CEO CFO, COO and the Trustee of School Improvement
- Local Governing Board (LGB)
- 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 Trustees for agreement. The Senior Executive Group will review the scheme of delegation annually and present it to the Board of Trustees for challenge, comment and agreement. Additional information about the governance structure is available on the Trust website.

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

## The Priestley Academy Trust Scheme of Delegation of Governance Functions

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

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

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

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

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

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

		<ul style="list-style-type: none"> <li>Ensure collaboration for Headteacher performance management with LGB participation and agree pay progression</li> <li>Monitor staff PM targets and review pay recommendations presented by Headteachers</li> </ul>		
<b>HR: Pay</b>	<ul style="list-style-type: none"> <li>Approve pay policy annually including determining pay ranges, pay point values</li> <li>Approve and monitor special staff severance payments above the statutory or contractual entitlement. (payments over £50k must be authorised by ESFA)</li> <li>Ensure Trust Leader performance management and salary review</li> <li>Ensure strategy for appeals panels Trust Leader pay appeals</li> <li>Ensure representation on hearing panels</li> </ul>	<ul style="list-style-type: none"> <li>Develop pay policy and consult with recognised Trade Union groups through the JCNC</li> <li>Ensure adherence to the specified HR policy in respect of Head Teachers</li> <li>Develop and lead organisational change and restructuring proposals</li> </ul>	<ul style="list-style-type: none"> <li>Ensure representation on hearings and appeals panels</li> </ul>	<ul style="list-style-type: none"> <li>Ensure implementation of the specified HR policies for all staff</li> <li>Ensure collaboration on significant HR matters to SEG for further support and guidance</li> </ul>
<b>HR Policies: Disciplinary and Capability Attendance Management Dignity at Work / Grievance/ Leave of Absence and Organisational Change</b>	<ul style="list-style-type: none"> <li>Approve HR policies as delegated in the Trust Policy Matrix</li> <li>Ensure implementation policy in respect of the Trust Leader</li> <li>Ensure panels for hearing and/or appeals in respect of Trust Leader and staff where required</li> </ul>	<ul style="list-style-type: none"> <li>Ensure HR policy development and consultation with recognised Trade Union groups</li> <li>Develop policy in respect of central Trust staff</li> <li>Ensure panels for hearings and appeals</li> <li>Ensure guidance and support to individual schools</li> <li>Ensure implementation the specified HR policy in respect of Headteachers</li> </ul>	<ul style="list-style-type: none"> <li>Ensure representation on hearings and appeals panels</li> </ul>	<ul style="list-style-type: none"> <li>Ensure representation on hearings and appeals panels</li> </ul>
<b>HR: Recruitment</b>	<ul style="list-style-type: none"> <li>Approve terms and condition of employment</li> <li>Approve Trust senior management structure</li> <li>Approve the Trust Leader and support the recruitment of other senior central posts</li> <li>Ensure representatives on recruitment panel for headteacher appointment</li> </ul>	<ul style="list-style-type: none"> <li>Arrange advise on school staffing structures</li> <li>Develop terms and condition of employment and carry out formal consultation with recognised Trade Unions and affected stakeholders</li> <li>Develop Staff Handbook</li> <li>Develop school staffing structure models and approve exceptions to the model</li> <li>Develop central staff structure</li> <li>Ensure appropriate recruitment for central and Headteacher roles</li> <li>Ensure appropriate recruitment staff with cross Trust responsibilities</li> <li>Develop succession plan for SEG and Headteachers</li> <li>Ensure representation in recruitment process for SLT appointments</li> <li>Ensure the recruitment process for headteacher appointments</li> <li>Ensure and advise and engage the LGB in Headteacher recruitment plans</li> <li>Approve the deployment of staff with cross Trust responsibilities</li> </ul>	<ul style="list-style-type: none"> <li>Ensure representation on recruitment panel for headteacher appointments</li> <li>Ensure representation on the recruitment of other staff where appropriate</li> </ul>	<ul style="list-style-type: none"> <li>Develop school staffing structure with advice from SEG</li> <li>Report proposed changes to model staffing structure to SEG through the agreed 'Request to Recruit' system</li> <li>Report to the Local Governing Board on key staffing changes and appointments</li> <li>Ensure appointment of senior leaders in conjunction with SEG with support from the LGB</li> <li>Ensure appointment of teaching and support staff within agreed school staffing structure</li> </ul>



		<ul style="list-style-type: none"> <li>Ensure pre-recruitment checks</li> <li>Approve staff recruitment through the PAT 'Request to Recruit' system</li> </ul>		
<b>ICT and cyber security</b>	<ul style="list-style-type: none"> <li>Approve the Trust Digital and cyber security strategy</li> <li>Ensure relevant training is undertaken by members of the Trust Board</li> </ul>	<ul style="list-style-type: none"> <li>Develop and implement the Trust Digital and cyber security strategy and associated policies.</li> <li>Report to the Board annually on the effectiveness of the Digital and cyber security strategy</li> <li>Develop Acceptable Use Policy for staff and pupils</li> <li>Ensure IT procurement for whole Trust initiatives and IT technical support services</li> <li>Ensure suitable training is available for Trustees, SEG and Local Governors</li> </ul>	<ul style="list-style-type: none"> <li>Receive termly updates on cyber security</li> <li>Ensure relevant training is undertaken by members of the Local Governing Board</li> </ul>	<ul style="list-style-type: none"> <li>Ensure compliance with the principles in the Trust Digital strategy and cyber security strategy and associated policies</li> <li>Ensure implementation of the Acceptable Use Policy with pupils and staff</li> <li>Ensure sufficient technical support to meet the school needs</li> </ul>
<b>Operations: Health and Safety (H and S)</b>	<ul style="list-style-type: none"> <li>Ensure meeting statutory H and S requirements</li> <li>Approve a Trust Health and Safety policy</li> <li>Monitor compliance and effectiveness of H and S policy</li> </ul>	<ul style="list-style-type: none"> <li>Develop and maintain schedule for Health and Safety policy review</li> <li>Develop Health and Safety policy, procedures and linked risk assessments</li> <li>Review H and S audits and progress towards actions</li> <li>Monitor health and safety issues and incidents, provide support at Trust level when necessary</li> <li>Ensure all schools are compliant in terms of maintenance checks and health and safety arrangements</li> <li>Ensure oversight and approval of residential educational visits</li> <li>Review first aid incidents frequency and subsequent actions</li> </ul>	<ul style="list-style-type: none"> <li>Monitor Health and Safety and first aid incidents</li> <li>Receive and monitor health and safety termly reports</li> <li>Approve a link health and safety governor</li> </ul>	<ul style="list-style-type: none"> <li>Ensure implementation of Health and Safety policy and procedures and ensure that appropriate risk assessments are being carried out, reviewed and stored appropriately</li> <li>Ensure all staff are aware of their Health and Safety responsibilities and receive appropriate training</li> <li>Ensure statutory compliance checks are undertaken (asbestos, legionella, PE, equipment etc.)</li> <li>Ensure Health and Safety action plans are actioned from workplace inspections and audits</li> <li>Ensure appointment of Educational Visits Co-ordinator to manage trips and activities</li> <li>Ensure all first aid incidents are appropriately recorded</li> <li>Ensure staff have appropriate and up to date training in line with guidance</li> <li>Ensure oversight and approval of non-residential educational visits</li> </ul>
<b>Partnerships/ central services</b>	<ul style="list-style-type: none"> <li>Review and challenge the performance of partnership against KPIs and strategic priorities</li> </ul>	<ul style="list-style-type: none"> <li>Approve entering into, or withdraw from, a formal partnership</li> <li>Arrange the scope of central services to be delivered by the Trust</li> <li>Ensure opportunities are forged to create new partnerships inside and outside of education for the betterment of PAT schools</li> </ul>		<ul style="list-style-type: none"> <li>Develop relationships with other schools and organisations, educational and non-educational, for the betterment of schools</li> </ul>
<b>Pupil Premium</b>	<ul style="list-style-type: none"> <li>Review the effectiveness of the use of the pupil premium across Trust</li> </ul>	<ul style="list-style-type: none"> <li>Ensure support for schools to review the impact on outcomes of pupil premium strategies and funding</li> <li>Report to Board on the effective use of the pupil premium across Trust in terms of educational outcomes and narrowing the achievement gap</li> </ul>	<ul style="list-style-type: none"> <li>Review and challenge the school strategy for pupil premium expenditure, reviewing the impact of the additional funding</li> <li>Approve a link governor</li> </ul>	<ul style="list-style-type: none"> <li>Ensure the effective deployment of the pupil premium and monitor and report on impact in conjunction with SEG</li> <li>Ensure publication of a Pupil Premium Strategy on the school website in compliance with DfE requirements</li> </ul>

<b>Risk management and business continuity</b> Also see compliance and risk section	<b>Risk</b> <ul style="list-style-type: none"> <li>Review and challenge Trust risk register and mitigation plans</li> </ul>	<ul style="list-style-type: none"> <li>Develop risk framework and policy</li> <li>Develop and maintain a Trust risk register and effective mitigations</li> <li>Develop and oversee the school's risk register and mitigation plans to ensure appropriate action is taken</li> <li>Ensure identification of Trust wide risks arising from school risk registers and reporting them to the ET/Board</li> </ul>	<ul style="list-style-type: none"> <li>Review school risk register and mitigation plans</li> </ul>	<ul style="list-style-type: none"> <li>Develop and maintain a school risk register and effective mitigations in conjunction with the CFO</li> </ul>
	<b>Business continuity</b> <ul style="list-style-type: none"> <li>Ensure assurance that appropriate structures are in place to implement effective emergency planning including incident management, business continuity</li> </ul>	<ul style="list-style-type: none"> <li>Develop and maintain Trust Emergency Planning and Recovery</li> <li>Approve decision for school closure on Health and Safety grounds</li> </ul>	<ul style="list-style-type: none"> <li>Review critical incident reports and contribute to the evaluation of the effectiveness of the Emergency Planning and recovery plan</li> </ul>	<ul style="list-style-type: none"> <li>Develop and maintain a school Emergency Planning and Recovery document</li> <li>Report critical incidents to the LGB and SEG</li> </ul>
<b>Safeguarding</b>	<ul style="list-style-type: none"> <li>Approve Trust-wide Safeguarding / Child Protection Policy</li> <li>Approve Trust First Aid Policy</li> <li>Ensure management of allegations against the Trust Leader (Chair of the Board)</li> <li>Approve a designated Board member for Safeguarding (Safeguarding Trustee)</li> <li>Approve a Safeguarding Committee to oversee safeguarding across the Trust</li> </ul>	<ul style="list-style-type: none"> <li>Develop key policies to include: on Safeguarding/Child Protection Policy, Educational Visits, Supporting Pupils with Medical Conditions, Visitors, Safer Working Practice for Staff</li> <li>Ensure an annual compliance and effectiveness audit within each school</li> <li>Report on trends and concerns across the Trust, report findings to Trustees and direct remedial action</li> <li>Monitor schools are dealing with issues appropriately and provide support to headteachers, and Designated Safeguarding Leads</li> <li>Approve external support and Trust Safeguarding Lead to provide oversight and support to school designated safeguarding leads (DSL)</li> <li>Ensure internal and external rapid response support for staff allegations</li> <li>Ensure management of allegations against Headteachers and central team</li> <li>Ensure support is in place through the CPOMS escalation button</li> </ul>	<ul style="list-style-type: none"> <li>Approve LGB Safeguarding Lead</li> <li>Review the effectiveness of safeguarding procedures</li> <li>Review safeguarding issues that are affecting the operation and development of the school</li> <li>Review Safeguarding Audit report and monitor progress of the action plan</li> </ul>	<ul style="list-style-type: none"> <li>Ensure safer recruitment requirements are completed and the single central record (SCR) is maintained</li> <li>Ensure headteacher and other recruiting staff must complete and update safer recruitment training</li> <li>Ensure the school complies with the safeguarding policies and report all serious incidents to the LA, children's social care or LSCB as appropriate</li> <li>Report incidents, trends, referral frequency and training needs to the LGB</li> <li>Approve a designated safeguarding lead ensuring the role is compliant with statutory guidance</li> <li>Approve a designated teacher to support looked after children and to ensure the role is compliant with statutory guidance</li> <li>Develop a robust staff training plan</li> <li>Develop an annual safeguarding action plan from Trust external audit and report progress to the LGB</li> </ul>
<b>School Organisation</b>	<ul style="list-style-type: none"> <li>Approve changes to 'school organisation' relating to:             <ul style="list-style-type: none"> <li>School meals</li> <li>School hours – start and finish times</li> <li>Length of school day</li> <li>Term dates</li> <li>Age range</li> <li>Capacity increase / PAN reduction</li> <li>Extended provision</li> <li>SEND</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>Collaboratively consider changes to 'school organisation' relating to:             <ul style="list-style-type: none"> <li>School meals</li> <li>School hours – start and finish times</li> <li>Length of school day</li> <li>Term dates</li> <li>Age range</li> <li>Capacity increase / PAN reduction</li> <li>Extended provision</li> <li>SEND</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>Consulted on changes to 'school organisation' relating to:             <ul style="list-style-type: none"> <li>School meals</li> <li>School hours – start and finish times</li> <li>Length of school day</li> <li>Term dates</li> <li>Age range</li> <li>Capacity increase / PAN reduction</li> <li>Extended provision</li> <li>SEND</li> </ul> </li> <li>Develop and submit business case for changes (to be agreed by the Trust Board)</li> </ul>	<ul style="list-style-type: none"> <li>Propose and collaboratively consider with ECT, changes to 'school organisation' relating to:             <ul style="list-style-type: none"> <li>School meals</li> <li>School hours – start and finish times</li> <li>Length of school day</li> <li>Term dates</li> <li>Age range</li> <li>Capacity increase / PAN reduction</li> <li>Extended provision</li> <li>SEND</li> </ul> </li> <li>Lead consultation with stakeholders</li> </ul>

<p><b>Stakeholder engagement</b></p>	<ul style="list-style-type: none"> <li>Review staff survey results and Trust wide action plan</li> <li>Develop mechanisms are in place to engage parents and staff</li> </ul>	<ul style="list-style-type: none"> <li>Develop annual staff survey and report results and actions to the Trust Board</li> <li>Develop Trust wide parent and pupil survey and report results and actions to the Trust Board</li> <li>Ensure management external relationships with local authorities and the Regional Director (DFE)</li> <li>Ensure support for school engagement with parents and the wider community</li> <li>Monitor school staff survey actions plans to address Trust-wide issues</li> <li>Monitor progress against staff survey action plans</li> </ul>	<ul style="list-style-type: none"> <li>Review results of staff survey and action plan</li> <li>Ensure support for engagement with parents, pupils, community and LA</li> <li>Review results of parent and pupil surveys and action plans</li> <li>Monitor pupil engagement strategies</li> <li>Review the results of pupil surveys</li> </ul>	<ul style="list-style-type: none"> <li>Ensure implementation of annual staff survey and subsequent action plan</li> <li>Develop and maintain effective engagement and communication with parents and the wider community</li> <li>Develop and maintain effective pupil engagement strategies (surveys, pupil council and pupil parliament etc)</li> </ul>
<p><b>SEND</b></p>	<ul style="list-style-type: none"> <li>Review and assess the impact of SEND provision across the Trust</li> </ul>	<ul style="list-style-type: none"> <li>Develop a Trust wide SEND Strategy and report to the Trustees on its' effectiveness</li> <li>Review KPIs across the Trust for identification of any areas of concern for referral to the Trustees</li> <li>Support schools to ensure SEND funding is meeting the needs of SEND pupils across the trust</li> </ul>	<ul style="list-style-type: none"> <li>Monitor the impact and effectiveness of the SEN policy</li> <li>Review and approve the SEN Information Report and ensure compliance with the SEND Code of Practice</li> <li>Review school accessibility plan and its implementation, ensuring compliance with the requirements of the SEND Policy</li> <li><b>Review and approve school SEND policy</b></li> </ul>	<ul style="list-style-type: none"> <li>Ensure provision for SEND pupils in line with the SEND Code of Practice</li> <li>Report to the LGB on the impact and effectiveness of the SEN policy at least annually</li> <li>Ensure designated teacher to be responsible for the operation of the SEND policy and coordination of SEND provision</li> <li>Ensure publication of the school 'School Information Report' for review by the LGB and publication</li> <li>Ensure compliance with the relevant SEND legislation including the SEND Code of Practice and Equality Act 2010</li> <li>Develop a School SEND policy</li> <li>Develop a school SEND Local Offer</li> </ul>
<p><b>Vision, values and strategy</b></p>	<ul style="list-style-type: none"> <li>Approve the Trust vision and values</li> <li>Ensure the preservation of the character of our schools</li> <li>Approve Trust strategic objectives</li> <li>Review progress of the Trust against its strategic objectives and KPIs</li> <li>Approve Trust-wide strategies</li> <li>Approve a Trust Policy Matrix</li> <li>Approve Trust growth decisions (free schools, sponsored schools and convertors)</li> </ul> <p><b>New Schools</b></p> <ul style="list-style-type: none"> <li>Approve school applications to join the Trust</li> </ul>	<ul style="list-style-type: none"> <li>Develop and communicate the TRUST vision and values to schools</li> <li>Ensure contribution to the revision and development of vision, values and strategy through consultation</li> <li>Develop strategic objectives for the Trust</li> <li>Ensure deliverance on strategic objectives for the Trust in partnership with schools</li> <li>Report progress against strategy and KPIs to the Board</li> <li>Review and challenge progress of the school against its strategic objectives and KPIs</li> <li>Develop a Trust Policy Matrix</li> <li>Develop Trust growth opportunities following agreed due diligence protocols</li> <li>Ensure consideration of requests, conduct due diligence and make recommendations to the Board for new schools</li> </ul>	<ul style="list-style-type: none"> <li>Ensure contribution to the revision and development of the Trust and school vision, values and strategy</li> <li>Monitor and support the implementation of the vision and ethos of the school</li> <li>Consulted on school strategic objectives annually</li> <li>Review progress against school strategy and KPIs</li> <li>Ensure compliance with requirements of the Trust Policy Matrix</li> </ul>	<ul style="list-style-type: none"> <li>Ensure contribution to the revision and development of the Trust and school vision, values and strategy</li> <li>Develop, monitor and support the implementation of the vision and ethos of the school at a local level</li> <li>Monitor and support the implementation of the vision and ethos of the Trust at a local level</li> <li>Consulted on school strategic objectives annually</li> <li>Review progress against school strategy and KPIs</li> <li>Ensure compliance with requirements of the Trust Policy Matrix</li> <li>Develop school strategic objectives and improvement plans</li> <li>Report progress to the Local Governing Board</li> <li>Ensure Trust-wide policies link to school policy</li> </ul>

**Website compliance**

- Receive report on website compliance
- Ensure collaboration with schools to ensure quality assurance process to ensure school's compliance with DfE website requirements
- Review report on school's compliance with DfE website requirements
- 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 LGB and SEG

