| Operational area | Board of Trustees | Finance Committee | Audit and Risk Committee | Education Advisory Board | Chief Executive Officer (Delivered through Executive and Central Teams) | Headteachers |
|---|---|---|---|---|---|---|
| **VISION, ETHOS AND STRATEGY (including COMPLIANCE)** | | | | | | |
| **Trust Strategic Framework** | **Develop, approve** and **review** Trust Strategic Framework | | | | **Develop, deliver** and **report** on Trust Strategic Framework | |
| **Trust Strategic objectives** | **Develop, approve** and **review** strategic objectives | Be **informed** on Trust strategic objectives with regard to financial priorities | Be **informed** on Trust strategic objectives with regard to audit and risk management | Be **informed** on Trust strategic objectives | **Develop** and **deliver** Trust strategic objectives and **report** to Board | **Deliver** consistent implementation of Trust strategic objectives in own school |
| **Setting Trust Culture and Values** | **Develop, approve** and **review** Trust culture and values | | | **Review** school culture, values and ethos to ensure these are in line with the Trust vision and Strategic Framework | **Develop and deliver** Trust culture and values | **Deliver** and **report** on school culture, values and ethos ensuring these are in line with Trust vision and strategic framework |
| **School improvement Plans** | Be **informed** on individual school improvement plan priorities | | | Be **informed** on and **review** school improvement plan | **Develop** and **deliver** TSF | **Develop, deliver** and **report** on school specific improvement plans |
| **Scheme of Delegation** | **Approve** Scheme of Delegation annually | | | | **Review** and **deliver** scheme of delegation | Confirm alignment to Trust scheme of delegation annually |
| **Terms of reference (TOR) for Board, FA&RC, Education Advisory Board and Parent Forums** | **Approve** terms of reference for Board, FA&RC, Education Advisory Boards and Paren Forums, ensure Board operates within TOR | Be **informed** of FC terms of reference, ensure FA&RC operates within TOR | Be **informed** of ARC terms of reference, ensure ARC operates within TOR | Be **informed** of EAB/PF terms of reference, ensure operates within TOR | **Review** and **deliver** terms of reference for Board, FA&RC, EAB and PFs | Be **informed** of PF terms of reference |

| Operational area | Board of Trustees | Finance Committee | Audit and Risk Committee | Education Advisory Board | Chief Executive Officer (Delivered through Executive and Central Teams) | Headteachers |
|---|---|---|---|---|---|---|
| **Appointment of Trustees:** ***Note - Members formally appoint and remove Trustees*** | | | | | **Deliver** through support for process and decisions | |
| **Appointment of Chair of Trustees** | **Appoint** Chair on an annual basis | | | | | |
| **Appointment of Chair of Finance, Audit and Risk Committee** | **Appoint** Chair of Finance & Audit Committee on an annual basis | **Recommend** appointment of Chair of Finance Committee | **Recommend** appointment of Chair of Audit & Risk Committee | | | |
| **Appointment of Education Advisory Board** | Be **informed** of all EAB appointments | | | **Support** the process e.g. through skills audits, induction, buddy support | **Deliver** and **approve** all EAB appointments | **Deliver** the appointment process for staff and parent governors, be informed of all EAB appointments |
| **Appointment of EAB Chair and Vice Chair** | **Support** the process (e.g through interview with prospective LGB EAB Chairs) | | | **Appoint** Vice- Chair, agree term of office | **Appoint** EAB Chair, agree term of office. Be **informed** on appointment of Vice-Chair. | **Consulted** and **informed** on appointments of EAB Chairs and Vice-Chairs for their own school |
| **Carrying out disclosure and barring service (DBS) and section 128 checks** | **Participate** in DBS and section 128 checks. Be **informed** on compliance across Trust | **Participate** in DBS and section 128 checks. | **Participate** in DBS and section 128 checks. | **Participate** in DBS and section 128 checks. | **Deliver** DBS and section 128 checks (where relevant) for all Staff, Members, Trustees and EAB memvers | |
| **Board of Trustees committees or working groups** | **Approve** any Board of Trustees committees or working groups | | | | **Deliver** through support for the process and decisions | |
| **Finance skillset on Board of Trustees** | Ensure Board has ***at least*** one individual with specific relevant skills and experience of financial matters | Ensure FC has ***at least*** one individual with specific relevant skills and experience of financial matters | Ensure ARC has ***at least*** one individual with specific relevant skills and experience of audit & risk management matters | | **Deliver** through support for recruitment and appointment of Trustees | |

| Operational area | Board of Trustees | Finance Committee | Audit and Risk Committee | Education Advisory Board | Chief Executive Officer (Delivered through Executive and Central Teams) | Headteachers |
|---|---|---|---|---|---|---|
| **Setting Trust safeguarding practices, with regard to statutory guidance** | **Approve** CP Safeguarding Policy. Be **informed** on safeguarding compliance across Trust and academies, undertake safeguarding training annually including reading KCSIE | | | **Review** safeguarding compliance, undertake safeguarding training annually including reading KCSIE | **Develop** and **deliver** Trust's safeguarding arrangements, including the 'Prevent' duty. Ensure CP and CTP policies include reference to peer-to-peer abuse, managing allegations against staff, safer recruitment | **Develop** and **deliver** safeguarding arrangements for own school, including the 'Prevent' duty. Ensure SLP policies include reference to peer-to-peer abuse and links to CP and CTP safeguarding policies where applicable |
| **Safeguarding Link** | **Appoint** Safeguarding Link Trustee, **review** Trust's safeguarding arrangements, including the 'Prevent' duty | | | **Appoint** Safeguarding Link EAB member Governor, review own school's safeguarding arrangements | **Develop** and **deliver** Trust's safeguarding arrangements, including the 'Prevent' duty | **Deliver** safeguarding arrangements for own school, report to Executive Team and EAB |
| **SEND Link** | **Appoint** SEND Link Trustee, **review** Trust's arrangements for SEND provision ensuring compliance with SEND Code of Practice | | | **Appoint** SEND Link EAB member, **review** school's arrangements for SEND provision ensuring compliance with SEND Code of Practice | **Develop** and **deliver** Trust's SEND provision ensuring compliance with SEND Code of Practice | **Deliver** SEND provision for own school ensuring compliance with SEND Code of Practice, **report** to Executive Team and EAB |
| **Ensuring compliance with equalities legislation** | Be **informed** on compliance | | | **Review** equalities statement and objectives for own school annually | **Develop** and **deliver** equalities compliance across Trust | **Develop** and **deliver** equalities statement and objectives for own school |
| **Ofsted inspections** | Representative from Board of Trustees to **participate** in inspections | | | | **Deliver** preparatory training on inspections, and support EAB Chairs and Trustees through process of inspection when school is inspected | Lead Ofsted inspection within the school. Ensure relevant stakeholders are informed of the inspection. |

| Operational area | Board of Trustees | Finance Committee | Audit and Risk Committee | Education Advisory Board | Chief Executive Officer (Delivered through Executive and Central Teams) | Headteachers |
|---|---|---|---|---|---|---|
| **Admissions** | **Approve** admissions policies for all schools. **Participate** in in-year admissions appeals panels where necessary | | | | **Review** and **deliver** admissions policies for each school in line with DfE Admissions Code | **Deliver** in-year admissions in line with DfE Admissions Code |
| **Exclusions** | Be **informed** on compliance with statutory requirements relating to exclusions. **Participate** in Trust wide exclusion review panels where necessary | | | **Review** exclusion statistics for own school. **Participate** in Trust wide exclusion review panels where necessary | **Develop** and **deliver** compliance with statutory requirements relating to exclusions | **Deliver** compliance with statutory requirements relating to exclusions |
| **Complaints** | Be **informed** on complaints statistics for all academies. Chair of Trustees **informed** of complaints raised with external agencies such Ofsted / DFE | | | **Participate** in complaints panels where necessary | **Develop** Trust wide complaints policy and process which is compliant with relevant legislation. **Deliver** support to schools to ensure compliance with complaints policy and process | **Deliver** compliance with Trust complaints policy and relevant legislation |
| **EDUCATIONAL PERFORMANCE AND STAFF PERFORMANCE MANAGEMENT** | | | | | | |
| **Setting Trust approach to curriculum and assessment, with regard to statutory requirements** | **Approve** and **review** Trust curriculum model in line with requirement to ensure 'broad and balanced curriculum' and all relevant government guidance including relationship and sex education (RSE) and collective worship | | | | **Develop** and **approve** curriculum and assessment expectations at a Trust level | |
| **Setting and delivering school curriculum in line with Trust approach** | | | | Be **informed** on and **review** for their own school in line with Trust wide approach to curriculum and assessment | **Consult, review** and support Headteachers to **deliver** for their individual academies | **Develop** and **deliver** for their own school in line with Trust wide approach supported by Executive Team |

| Operational area | Board of Trustees | Finance Committee | Audit and Risk Committee | Education Advisory Board | Chief Executive Officer (Delivered through Executive and Central Teams) | Headteachers |
|---|---|---|---|---|---|---|
| **Production and analysis of educational data** | Be **informed** on and **review** educational performance across Trust | | | **Review** educational performance for their own school | **Develop, approve** and **deliver** educational data | **Develop** and **deliver** educational data for their own school and report to Executive Team and EAB |
| **Academic results and post-16 destinations** | Be **informed** on and **review** at Trust level | | | **Be informed** on and **review** for their own school | **Develop** and **approve** expectations at a Trust level. **Report** indivdual academies' performance to Board | **Develop** expectations and **deliver** for their own school in line with direction from Executive Team |
| **Pupil Premium and other catch up premiums** | Be **informed** on impact of PP spend on pupil performance across academies | | | **Approve** and **review** use and impact for their own school. **Appoint** Pupil Premium link EAB member (where possible) | Be **consulted** on, **recommend** and **review** across all academies. **Report** to Board | **Deliver** for own school, including Parent Forum engagement activities, and **report** to Executive Team and Education Advisory Board. |
| **Delivering support for looked after children** | Be **informed** on and **review** performance of these students as part of educational data reporting | | | **Appoint** LAC link EAB member. **Review** school's arrangements for supporting looked after and formerly looked after children | **Report** to Board | **Deliver** through appointment of designated teacher and and **report** on school's arragements for supporting looked after and formerly looked after children |
| **Stakeholder engagement and voice (staff, students, parents, community and other stakeholders)** | Be **informed** on stakeholder engagement and voice | | | **Review** stakeholder voice and engagement for own school | **Develop** and **deliver** Trust wide stakeholder engagement and voice, **report** to Board | **Deliver** for own school, and **report** to Executive Team and EAB |
| **Staff structure/ Restructures** | Be **informed** on for all academies and **review** at Trust level | | | Be **informed** on for their own school | Be **consulted** on, **approve, deliver** and **review** for all academies and Trust Central Team | **Develop** and **deliver** for their own school in line with Trust wide policy supported by Executive Team |

| Operational area | Board of Trustees | Finance Committee | Audit and Risk Committee | Education Advisory Board | Chief Executive Officer (Delivered through Executive and Central Teams) | Headteachers |
|---|---|---|---|---|---|---|
| **Staff training and professonal development (CPD)** | | | | Be **informed** on, and **review** impact of, for their own school | **Approve, deliver** and **review** for all academies and Trust Central Team | **Develop** and **deliver** (supported by Executive Team) for their own school in line with Trust strategic framework |
| **Staff appointments and dismissal, with regard to statutory requirements** | Be **informed** on approach and compliance | | | | **Develop** and **deliver** process and policies for staff appointment and dismissal | **Deliver** through compliance with Trust policies |
| **Setting the pay framework including for Executive Team and Headteacher pay** | **Review** and **approve** pay framework | | | | **Develop, deliver** and **recommend** pay framework | |
| **Appraisal and pay of Executive Team** | **Approve appraisal** and pay of Executive Team following **review** of recommendation by FARC. Chair of Trustees **delivers** perfomance management of Accounting Officer. | **Review** recommendations on executive team pay from AO | | | **Develop** and **Deliver** through robust evidence based process in line with appraisal policy. AO to **review** appraisal and pay of Executive Team and make recommendations to Finance Committee | |
| **Appraisal of Headteachers** | | **Approve** Headteacher in line with appraisal policy | | | **Develop** and **Deliver** through robust evidence based process in line with Appraisal policy with the Chair of the Board. | **Participate** in HT appraisal process |

| Operational area | Board of Trustees | Finance Committee | Audit and Risk Committee | Education Advisory Board | Chief Executive Officer (Delivered through Executive and Central Teams) | Headteachers |
|---|---|---|---|---|---|---|
| **Staff appraisal (excluding Headteachers and Executive Team)** | Be **informed** of appraisal policy | | | | **Develop** and **Deliver** appraisal through robust evidence based process in line with appraisal policy | **Deliver** in line with appraisal policy |
| **Appointment of Headteachers** | Be **informed** on appointment or dismissal of Headteachers. *Note: appointment panel will include at least one Trustee* | | | Be **informed** on appointment or dismissal of Headteachers. | **Deliver** and **approve** appointment and dismissal of Headteachers | |
| **Parent Forum arrangements** | **Approve** framework and receive assurance | | | **Be informed** of key themes and questions raised | **Develop** and maintain Parent Forum framework | **Deliver** Parent Forum meetings three times annually |
| **Parent engagement and feedback** | **Be informed** through annual reports | | | **Review** themes and stakeholder feedback | **Collate** and **report** Trust-wide themes | Receive feedback, answer questions and report key matters |
| **Parent representatives** | **Be informed** through meeting minutes | | | **Be informed** through meeting minutes | **Coordinate** election/selection process | **Support** election of two parent representatives per school |

| Operational area | Board of Trustees | Finance Committee | Audit and Risk Committee | Education Advisory Board | Chief Executive Officer (Delivered through Executive and Central Teams) | Headteachers |
|---|---|---|---|---|---|---|
| Note: Appointment, dismissal, performance management, disciplinary or grievance procedures for all other Trust and Academies' staff to be undertaken in line with the levels of delegation set out in the relevant policy | | | | | | |
| **FINANCIAL PERFORMANCE** | | | | | | |
| **Executive appointments - Accounting Officer** | **Develop, recommend, approve** and **deliver** appointment or dismissal of the Accounting Officer. | | | | | |
| | **Appoint** Accounting Officer | | | | | |
| **Executive appointments - CFO** | **Appoint** Chief Finance Officer | | | | | |
| **Setting delegated authority limits for financial transactions** | **Approve** financial delegation levels for Trust and Academies | **Recommend** and **review** financial delegation levels for Trust and academies | **Review** financial delegation levels for Trust and academies with regards to risk management | | **Develop** and **deliver** delegations at school and Trust level. Ensure compliance with delegation levels | **Deliver** and ensure compliance with limits for financial transactions for own school. Report to Central Team |
| **Financial Oversight and Controls** | **Approve** and be **informed** of financial oversight and controls processes | **Recommend** and **review** financial oversight and controls | **Review** financial oversight and controls with regards to risk management | | **Develop** and **deliver** systems and processes at Trust level. **Report** to Board on financial compliance for Trust and academies | **Deliver** financial compliance in line with guidance from Executive Team and report to Executive Team on own school |
| **Internal controls** | Be **informed** of internal scrutiny programme outcomes and **review** findings | | **Approve** annual programme of internal scrutiny as put forward by Executive Team | | **Develop** and **deliver** internal scrutiny programme | |
| **Trust Annual Budget** | **Approve** budget | Be **consulted** on and **recommend** budget in line with strategic priorities | | | **Develop** and **deliver** budget | |

| Operational area | Board of Trustees | Finance Committee | Audit and Risk Committee | Education Advisory Board | Chief Executive Officer (Delivered through Executive and Central Teams) | Headteachers |
|---|---|---|---|---|---|---|
| **School Annual Capitation and Pupil Premium Budget** | **Approve** and **review** individul school budgets | Be **consulted** on and **recommend** budget to Board | | Be **informed** on delegated budget for Pupil Premium for own school and **review** in respect of impact of spend on pupil outcomes | **Develop, deliver** and **review** each school budget through scrutiny process | **Develop** and **deliver** school budget with Executive Team |
| **Management accounts and budget forecasts (including cash flow and oversight of cash management)** | Receive management accounts on a monthly basis. **Review** as part of each Board meeting. | **Review** management accounts and budget forecast at each FA&RC meeting | | | **Deliver** monthly management accounts, ensuring Trust cash position is managed robustly | |
| **External auditors** | Be **informed** on appointment of external auditors by Members | | **Review** recommendation from Executive Team and **recommend** appointment of external auditors to Members | | **Develop** external audit tender and put out for quotes. **Recommend** external auditors to Finance, Audit & Risk Committee | |
| **Annual Accounts and Trustees' Report** | **Approve** Annual Accounts and Trustees' Report | **Review** and **recommend** Annual Accounts and Trustees' Report | | | **Deliver** annual financial statements in line with DfE's academies accounts direction (Annual Accounts and Trustees' Report) | |
| **Managing conflicts of interest and related party transactions** | **Participate** in annual declarations of interest and related party transactions data collection | **Participate** in annual declarations of interest and related party transactions data collection | **Participate** in annual declarations of interest and related party transactions data collection | **Participate** in annual declarations of interest and related party transactions data collection | **Deliver** register of annual declarations of interest and related party transactions | **Participate** in annual declarations of interest and related party transactions data collection |
| **Asset and Premises Maintenance Strategy** | **Approve** Asset and Premises Maintenance Strategy. **Appoint** Estates Management Link Trustee (where possible) | **Recommend** and **review** Asset and Premises Maintenance Strategy | **Review** Asset and Premises Maintenance Strategy with regards to risk management | Be **informed** of any asset and premises maintenance issues affecting own school | **Develop, deliver** and **report** on asset and premises management for all academies to Board | **Deliver** and **report** to Executive Team on any asset and premises maintenance issues affecting own school |

| Operational area | Board of Trustees | Finance Committee | Audit and Risk Committee | Education Advisory Board | Chief Executive Officer (Delivered through Executive and Central Teams) | Headteachers |
|---|---|---|---|---|---|---|
| **Ensuring complaince with health and safety legislation** | Be **informed** on compliance at individual school and Trust level. **Appoint** Health and Safety Link Trustee (where possible) | | **Review** health and safety as part of risk registers | Be **informed** of and **review** health and safety compliance at own school. **Appoint** health and safety link EAB member (where possible) | **Deliver** compliance with statutory requirements relating to health and safety and **report** to Board | **Deliver** compliance with statutory requirements relating to health and safety. **Report** to Executive team and EAB |
| **Acquiring and disposing of Trust land** | **Approve** and **review** acquisition and disposal of Trust land | Be **consulted** on proposals for acquisition and disposal of Trust land | Be **consulted** on proposals for acquisition and disposal of Trust land | | **Develop, recommend, deliver** and **report** to Board on proposals for acquisition and disposal of Trust land | |
| **New schools joining Trust** | **Approve** any additional schools and **review** progress | Be **consulted** on any possible additional schools from financial perspective | Be **consulted** on any possible additional schools from risk management perspective | | **Develop, deliver** and **report** to the Board on the process to identify and progress possible additional schools | |
| **Insurance Cover** | **Review** arrangements for insurance cover | | | | **Deliver** adequate insurance cover in line with legal obligations or have opted in to the academies risk protections arrangements (RPA) | |
| **Risk Register** | Be **informed** of strategic risks across the Trust | | **Review** strategic risks across the Trust | **Review** own school risk register through the EAB | **Deliver** school and Trust risk registers | **Develop** and **deliver** school risk register |