

## Scheme of Delegation – Roles and Responsibilities of Governance 2024 - 2025

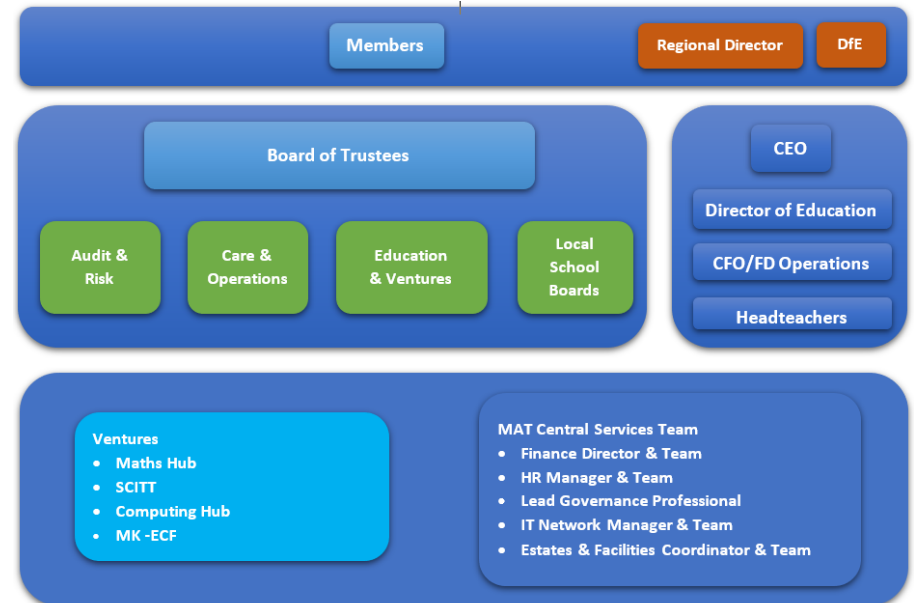
The **Members** of the Denbigh Alliance Multi Academy Trust (The Trust) are responsible for review and amendments to the [Articles](#) (subject to DfE approval), the appointment and removal of Members and Trustees/Directors (Trust Board), the appointment of external auditors and formal receipt of the statutory annual report and accounts. The Members may, by special resolution issue direction to the Trust Board to take a specific action. The Members have the power to change the company's name and ultimately, wind it up.

The Trust is accountable for all the academies within the Trust. There is no lead school within a MAT and a key aspect of an effective working relationship is respecting the difference between strategic governance and operational management. The Trust Board is expected to concentrate on delivering its core strategic functions and fulfilling the requirements of the [funding agreement](#) with the DfE. The Trust Board delegates responsibility to the Chief Executive (CEO), for implementing the strategic priorities of the Trust, overseeing the operations of the MAT including performance of the schools within the Trust, and financial management, acting as accounting officer.

The Scheme of Delegation (SoD) is a Trust document, updated by the Trust Board at least annually and outlines responsibilities for the Trust Board; the CEO; Local School Boards (LSBs) and Exec. Headteacher/Headteacher.

- The Trust Board ensures:
  - clarity of vision, ethos and strategic direction,
  - executive leaders are held to account for the educational performance of the organisation and its pupils, and;
  - the performance management of staff and overseeing and ensuring effective financial performance.

The Trust structure is shown in the diagram. In addition to Care & Operations, Audit and Risk and Education the Trust Board also constitutes committees (LSBs) to build and maintain key stakeholder relationships especially parents and the community, as well as for providing additional scrutiny of how the Trust is managing its schools.



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## 1. GOVERNANCE

### 1.1. Strategic Plan

Trustees/Directors (the Trust Board)	CEO	Local School Board (LSB)	Exec. Headteacher/Headteacher
<ul style="list-style-type: none"><li>• Develops and ensures overall vision, values, culture, strategic development priorities and long-term objectives for the Trust are in place, approved at Trust Board level and progress is reviewed,</li><li>• approves and monitors key performance indicators (KPIs) against which to monitor implementation of strategy and long-term objectives.</li></ul>	<ul style="list-style-type: none"><li>• Oversees implementation of the strategy,</li><li>• develops and proposes KPIs against the strategy and long-term objectives,</li><li>• provides professional support and challenge to schools in developing and implementing their strategic plan,</li><li>• provides assurance to the Trust Board of progress against Trust strategic aims and KPIs, taking corrective action as required.</li></ul>	<ul style="list-style-type: none"><li>• Obtains and provides the Trust Board with assurance that the overall strategy, as it applies to the school, is being implemented,</li><li>• provides challenge and support for developing the school's strategic plan,</li><li>• oversees the development and regular updating of the school's annual Development / Improvement Plan (SIP), based on accurate self-evaluation (SEF).</li></ul>	<ul style="list-style-type: none"><li>• Develops, implements and manages the school's long term strategic plan in line with the overall vision, values, culture of the Trust,</li><li>• develops, implements and manages the school's annual Development/Improvement Plan, based on accurate self-evaluation,</li><li>• provides assurance to the LSB, CEO and stakeholders.</li></ul>

# Strategic Plan



**Our Vision** is to create a family of individual schools with common values, to provide outstanding teaching and learning to our students as well as an enriched educational experience. We will develop well rounded children and young adults that have the skills needed for them to be best placed for their next steps. We will be a local trust and will grow to and maintain a size that enables optimum benefit to all students and schools in the Trust.

## **Our Trust** will:

- provide its students with the opportunity to achieve their full potential in a safe caring environment and give its schools the freedom to deliver a curriculum that best suits its students
- have a strong governance presence that will ensure strategic objectives and legal compliance are achieved.
- offer challenge and support from a strong central structure, ensuring high class central functions that help our schools achieve their goals
- inspire staff to be innovative, without the fear of blame and promote wellbeing
- grow at a pace that best benefits all students and schools in the Trust and those joining
- allow each school to retain their local identity to create a learning environment suitable for its local context
- support and encourage schools to work closely with other Trust schools, sharing resources and best practice.

## **Our objectives** will be met by:

- building on our reputation and educational outcomes
- ensuring the correct financial model for sustainable growth
- robust and challenging governance
- improving the skills and capacity of the central team
- an efficient auditing and monitoring programme.

## 1.2. Governance Structure & Processes

[Academies Financial Handbook](#) section 3.6,

Trustees/Directors (the Trust Board)	CEO	Local School Board (LSB)	Exec. Headteacher/Headteacher
<p><b>STRUCTURE</b></p> <ul style="list-style-type: none"> <li>• Ensures succession planning and recruitment of Trustees/Directors,</li> <li>• ensures the appointment/removal of Chair of the Trust Board,</li> <li>• ensures the appointment/removal of LSB Chairs and governors,</li> <li>• ensures the establishment and review of the Trust governance structure.</li> </ul> <p><b>PROCESSES</b></p> <ul style="list-style-type: none"> <li>• Ensures the Trust Board’s processes are in line with legal requirements and compliance of the <a href="#">Articles of Association</a>, <a href="#">Master Funding Agreement</a>, <a href="#">Academy Trust Handbook</a> and duties described in sections 170-181 of the <a href="#">Companies Act 2006</a>,</li> <li>• ensures overall statutory compliance, delegates certain responsibilities to the Trust Board Committees and to senior executives,</li> <li>• ensures an annual schedule of governance business (agenda plan),</li> <li>• must meet at least 3 times a year with business conducted only when quorate. Chair’s Action will only be taken in exceptional circumstances where an email poll of the Trustees/Directors cannot be achieved in a timely manner and must be reported to the Trust Board,</li> </ul>	<p><b>STRUCTURE</b></p> <ul style="list-style-type: none"> <li>• Provides a Governance Professional for the Trust Board,</li> <li>• supports the Trust Board in evaluating the performance and effectiveness of all committees.</li> </ul> <p><b>PROCESSES</b></p> <ul style="list-style-type: none"> <li>• Acts on behalf of the Trust Board to enable it to discharge its duties in relation to statutory compliance and the performance of schools,</li> <li>• (Via the Lead Governance Professional); <ul style="list-style-type: none"> <li>- supports the Trust Board and LSBs with induction and training,</li> <li>- provides the Trust Board and LSBs with advice and guidance to improve and evaluate their processes and effectiveness,</li> <li>- reviews professionalism of clerking to ensure that the Trustees/Directors and LSBs have a high-quality service to drive improved governance.</li> </ul> </li> </ul>	<p><b>STRUCTURE</b></p> <ul style="list-style-type: none"> <li>• Assures the Trust Board around succession planning, recruitment and nomination of LSB governors including the LSB Chair,</li> <li>• assures the Trust Board that constitution meets the Terms of Reference, including holding staff and parent governor elections.</li> </ul> <p><b>PROCESSES</b></p> <ul style="list-style-type: none"> <li>• agrees an annual schedule of LSB business (agenda plan) and must meet at least 3 times a year with business conducted only when quorate,</li> <li>• Chair’s Action will only be taken in exceptional circumstances where an email poll of governors cannot be achieved in a timely manner and must be reported to the Local School Board,</li> <li>• is assured that new LSB governors receive an induction and that all governors engage in the right level of training,</li> <li>• evaluates its own processes and effectiveness (self-review) and that of the LSB Chair including an annual skills audit, and reports this annually to the Trust Board, including adherence to the code of conduct,</li> <li>• maintains a register of business interests and reports same to the Trust Board -</li> </ul>	<p><b>STRUCTURE</b></p> <ul style="list-style-type: none"> <li>• Secures provision of administrative support and professional clerking for the LSB.</li> </ul> <p><b>PROCESSES</b></p> <ul style="list-style-type: none"> <li>• Via local governance professional manages GovernorHub to ensure it is up to date,</li> <li>• updates the Department for Education’s (DfE) Get Information about Schools (GIAS) database with required governor information.</li> </ul>

- ensures Scheme of Delegation and Terms of Reference are in place and reviewed annually,
- ensures Trustee/Director induction and training takes place and an annual skills audit is carried out to ascertain any gaps,
- ensures self-review and that of the Chair including adherence to a code of conduct (Nolan principles) and statutory duties as company directors,
- ensures the evaluation of the performance and effectiveness of LSBs.

*governors are responsible for declaring any business interests they have in relation to the school.*

### The eight elements of effective governance



### 1.3. Policy and Procedures (for full list of policies see Trust and School Policy & Procedures Renewal Schedule)

Trustees/Directors (the Board)	CEO	Local School Board (LSB)	Exec. Headteacher/Headteacher
<ul style="list-style-type: none"> <li>• Ensures Trust wide policies are approved and in place and published as required, in consultation with the CEO,</li> <li>• delegates the approval of policies to Trust Board Committees, other than those that have to go to public consultation,</li> <li>• acts as the admissions authority for schools in the Trust and ensures publication arrangements accordingly,</li> <li>• ensures compliance with the public sector equality duties of the <a href="#">Equality Act 2010</a> and the specific education sections (Part 6) for school pupils,</li> <li>• ensures Trustee/Director assurance visits to schools occur as and when needed to ensure policy and procedures are effective, e.g. safeguarding and SEND,</li> <li>• decides whether a school will have a uniform or not.</li> </ul>	<ul style="list-style-type: none"> <li>• Monitors the development of Trust wide policies, policy guidance and compliance checklists,</li> <li>• monitors schools' adherence to the cycle of policy reviews.</li> </ul>	<ul style="list-style-type: none"> <li>• Approves statutory and non-statutory school policies other than those requiring public consultation, and assures their implementation by an annual programme of review and renewal including any relevant addendums in Trust policies,</li> <li>• obtains and provides assurance to the Trust Board, through governor assurance visits and other means, that practice within the school is effective and reflects most up-to-date policy documents – <i>if practice does not follow policy guidance, then policies and practice should be reviewed,</i></li> <li>• obtains assurance that the school uniform meets government affordability criteria.</li> </ul>	<ul style="list-style-type: none"> <li>• Sets, implements and manages the school day including session times and breaks and term times in consultation with the CEO,</li> <li>• sets, implements and manages the design of the school uniform in consultation with stakeholders and compliance with government advice around affordability,</li> <li>• manages the development and implementation of school policies and any relevant addendums in Trust wide policies with statutory requirements including adherence to the Admissions Code,</li> <li>• regularly reviews all school policies and refers amendments to the LSB,</li> <li>• regularly reviews policy process and procedures e.g., attendance registers, complaints log, work experience procedures and provides assurance to the LSB.</li> </ul>

## 1.4. Provision of information

Links: [ESFA Master Funding Agreement](#)

Trustees/Directors (the Board)	CEO	Local School Board (LSB)	Exec. Headteacher/Headteacher
<ul style="list-style-type: none"> <li>• Ensures the provision of clear and regular information to a range of relevant bodies including ESFA required reports and returns,</li> <li>• ensures governance arrangements and business interests for all Members, Trustees/Directors and LSB governors and the accounting officer are published,</li> <li>• ensures Annual report and accounts including accounting policies, signed statement on regularity, propriety and compliance, incorporating governance statement demonstrating value for money are submitted to the Members, ESFA and Companies House,</li> <li>• ensures statutory compliance.</li> </ul>	<ul style="list-style-type: none"> <li>• Completes required reports and returns on behalf of the Trust Board,</li> <li>• monitors statutory compliance in relation to provision and publication of information provided to the regulators, parents and others on behalf on the Board of Trustees/Directors,</li> <li>• monitors publication of governance arrangements on Trust and School’s websites,</li> <li>• (via HR Manager) monitors appropriate reporting of Public sector equality duty, gender pay gap and school workforce census,</li> <li>• monitors Companies House and the Department for Education’s (DfE) Get Information about Schools (GIAS) database, keeping it up to date with required Trustee/Director information,</li> <li>• provides guidance and model policies.</li> </ul>	<ul style="list-style-type: none"> <li>• Obtains assurance on the quality of information provided by the school to stakeholders,</li> <li>• reports the work of the LSB to the Trust Board, through a termly report from the LSB Chair and/or meeting with the CEO/Chair of the Trust Board.</li> </ul>	<ul style="list-style-type: none"> <li>• Manages the design and content of school website for compliance with statutory and governance information,</li> <li>• manages the information provided by the school to stakeholders to maintain quality and provides assurance via Headteachers /Head of School Report,</li> <li>• implements and manages the accurate and timely submission of the school census (in consultation with the CEO).</li> </ul>



## 2. CARE

### 2.1 Child Protection and Safeguarding

Trustees/Directors (the Board)	CEO	Local School Board (LSB)	Exec. Headteacher/Headteacher
<ul style="list-style-type: none"> <li>• Ensures the setting of the overall policy for safeguarding and child protection to ensure appropriate action is taken in a timely manner to safeguard and promote children’s welfare having regard to the statutory guidance issued by the secretary of state “<a href="#">Keeping Children Safe in Education</a>” (KCSIE),</li> <li>• ensures the appointment of a named safeguarding Trustee/Director to monitor compliance with policies and effectiveness of practice, including attendance at a half termly Trust wide Safeguarding group meeting,</li> <li>• reviews on an ongoing basis each school’s safeguarding practice,</li> <li>• monitors data in relation to safeguarding incidents and their resolution,</li> <li>• have regard to statutory guidance on roles and responsibilities of designated teachers for Looked After (LAC) and Previously Looked After Children (PLAC) and receive an annual report.</li> </ul>	<ul style="list-style-type: none"> <li>• Monitors safeguarding and child protection statutory guidance for all schools, and non-statutory national guidance via the Trust DSL,</li> <li>• monitors the implementation of the safeguarding and child protection guidance,</li> <li>• owns and checks SCR at least half termly,</li> <li>• monitors that each LSB is effectively scrutinising statutory compliance with respect to safeguarding and child protection for all schools on behalf of the Trust Board,</li> <li>• monitors that all those involved in governance have the appropriate child protection checks and are recorded on the Single Central Record including enhanced suitability check with the ESFA for the Chair,</li> <li>• monitors support for LAC and PLAC.</li> </ul>	<ul style="list-style-type: none"> <li>• Appoints an LSB member to have specific responsibility for safeguarding and child protection in the school, reporting to full LSB as appropriate and attending the Trust-wide Safeguarding group meetings,</li> <li>• obtains assurance that the SCR is checked and up to date,</li> <li>• obtains and provides assurance to the Trust Board about safeguarding and child protection in the school through visits, support and challenge including updates on;               <ul style="list-style-type: none"> <li>(i) child protection</li> <li>(ii) suspensions</li> <li>(iii) serious disciplinary incidents</li> <li>(iv) attendance</li> <li>(v) behaviour</li> <li>(vi) SEND</li> <li>(vii) safer recruitment</li> <li>(viii) staff training and</li> <li>(ix) safeguarding curriculum</li> </ul> </li> <li>• obtains assurance on the support for LAC and PLAC.</li> </ul>	<ul style="list-style-type: none"> <li>• Manages safeguarding and child protection within the school,</li> <li>• appoints and manages a Designated Safeguarding Lead (DSL) who attends the Trust-wide safeguarding group meetings,</li> <li>• implements and manages a process for identifying risks to effective safeguarding and take action to reduce potential risks,</li> <li>• checks SCR at least fortnightly,</li> <li>• develops, implements and manages safeguarding processes and practices in line with policies (taking into account the procedures and practice of the local authority),</li> <li>• provides assurance reports on safeguarding and child protection to the LSB, Trust-wide safeguarding group and to the Trust Board/LA where appropriate or requested (via DSL),</li> <li>• appoints a designated teacher to promote the educational achievement for LAC and PLAC who provides an assurance report at least annually to the LSB and Trust Board.</li> </ul>

### Suspensions and Permanent Exclusions

- |  |  |  |  |
|--|--|--|--|
| <ul style="list-style-type: none"> <li>• reviews permanent suspension decision's and arrangements for an independent review panel,</li> <li>• responsible for overall compliance with delivery of directing pupils offsite and suspensions.</li> </ul> | <ul style="list-style-type: none"> <li>• supports the Exec. Headteacher/Headteacher in the event of a permanent suspension or independent review panel.</li> </ul> | <ul style="list-style-type: none"> <li>• convenes suspension panels to consider individual suspensions.</li> </ul> | <ul style="list-style-type: none"> <li>• decides on individual suspensions, drawing support from the CEO in the case of a permanent suspension and/or independent review panel.</li> </ul> |
|--|--|--|--|

## 2.2. Communication

Trustees/Directors (the Trust Board)	CEO	Local School Board (LSB)	Exec. Headteacher/Headteacher
<ul style="list-style-type: none"> <li>• Ensures a clear vision, strategy and long-term objectives for the Trust are communicated to all stakeholders,</li> <li>• ensures quality of Trust-wide marketing, branding and logos,</li> <li>• Ensures the mechanism is in place for regular engagement from the schools to parents and carers.</li> </ul>	<ul style="list-style-type: none"> <li>• Monitors communication between the Trust Board, LSB Chairs, Exec. Headteacher/Headteacher and other staff,</li> <li>• monitors the communication of the vision, strategy and long-term objectives for the Trust to staff,</li> <li>• approves Trust press releases,</li> <li>• Monitors appropriate engagement with parents and carers is taking place to assure the Trust Board.</li> </ul>	<ul style="list-style-type: none"> <li>• LSB Chair should be assured that LSB governors have all the information they require to be well informed about both the school and the Trust,</li> <li>• LSB Chair should be assured that the views of the LSB are well communicated to the Trust Board and CEO via minutes and other means,</li> <li>• be assured that schools are communicating with their communities in line with local context,</li> <li>• Assures the Trust Board that there is a plan of direct engagement with stakeholders and the wider community to reflect the civic responsibilities of the school.</li> </ul>	<ul style="list-style-type: none"> <li>• (With LSB Chair) provide LSB members with the information they require to be well informed and assured about both the school and the Trust,</li> <li>• (in consultation with LSB Chair) manage the communication of the views of the LSB to the Trust Board and CEO,</li> <li>• manages the communication of school priorities to staff, parents and pupils as appropriate,</li> <li>• approves school press releases,</li> <li>• Develops, implements and manages effective links and engagement with parents, carers and the wider community.</li> </ul>

## 2.3. Complaints

Trustees/Directors (the Trust Board)	CEO	Local School Board (LSB)	Exec. Headteacher/Headteacher
<ul style="list-style-type: none"> <li>Ensures suitable complaints and whistleblowing policies are in place and available online,</li> <li>receives investigates complaints about CEO or an LSB Chair,</li> <li>receives and passes on to CEO complaints from the DfE, the ESFA, Ofsted and similar bodies.</li> </ul>	<ul style="list-style-type: none"> <li>Monitors the suitability of the Trust complaints policy,</li> <li>provides guidance and support on complaints handling,</li> <li>ensures complaints received to Central Team are directed to the appropriate person in line with the complaints policy.</li> </ul>	<ul style="list-style-type: none"> <li>Hear appeals as part of the complaints process,</li> <li>receives regular reports from the Headteacher on complaints needing to be dealt with under the complaints procedure, and assurance that they are dealt with in a timely and appropriate manner.</li> </ul>	<ul style="list-style-type: none"> <li>Responds to and deals with or delegates responsibility for complaints at school level,</li> <li>provides the LSB with regular reports on significant complaints.</li> </ul>

## 2.4. Data protection/General Data Protection Regulation (GDPR)

Trustees/Directors (the Trust Board)	CEO	Local School Board (LSB)	Exec. Headteacher/Headteacher
<ul style="list-style-type: none"> <li>Ensures compliance with all data protection legislation, <a href="#">Freedom of Information Act 2000</a>,</li> <li>appoints a suitably qualified Data Protection Officer (DPO) who reports directly to the Trust Board on GDPR matters,</li> <li>ensures adequate resource for GDPR compliance and reporting to the Information Commissioner's Office (ICO).</li> </ul>	<ul style="list-style-type: none"> <li>Delegated to the DPO:               <ul style="list-style-type: none"> <li>decides response to data breaches including reporting to the ICO,</li> <li>responds to Trust wide FOI requests,</li> <li>prepares, reviews and updates a suite of data protection policies,</li> <li>monitors and audits Central Team and School GDPR compliance,</li> <li>trains Data Protection Leads (DPLs) ensures updates on guidance and decisions are circulated,</li> <li>embeds online GDPR training as part of induction for all new starters and provides refresher training to staff as necessary.</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>Obtains assurance that a DPL is appointed within school,</li> <li>receives and reviews a regular report from the DPO/DPL, highlighting data protection matters and compliance.</li> </ul>	<ul style="list-style-type: none"> <li>Appoints a DPL of sufficient seniority and experience,</li> <li>provides DPL with adequate support and resource to fulfil their role,</li> <li>implements and manages compliance with data protection policies and procedures including protection of Biometric data,</li> <li>responds to FOI requests for the school (in consultation with DPO),</li> <li>monitors that all staff have received online GDPR training.</li> </ul>

## 2.5. Staff Performance Management & Pay (to be read in conjunction with Pay Policies)

Trustees/Directors (the Trust Board)	CEO	Local School Board (LSB)	Exec. Headteacher/Headteacher
<ul style="list-style-type: none"> <li>• Ensures that the overall policies for performance management, support effective appraisal and are being developed, implemented and moderated fairly,</li> <li>• approves pay policies,</li> <li>• ensures performance management of the CEO through support and challenge,</li> <li>• agrees Executive Team's (CEO &amp; CFO) pay award and publish any salaries exceeding £100k,</li> <li>• agrees annual cost of living pay increases.</li> </ul>	<ul style="list-style-type: none"> <li>• Develops overall policies for performance management and pay, conducts the performance management of Exec. Headteacher/Headteacher (in consultation with the LSB Chair) and all Central Team staff (although Executive Exec. Headteacher/Headteacher may take responsibility for the performance management of Exec. Headteacher/Headteacher),</li> <li>• Discusses and moderates pay review decisions made by the Exec. Headteacher/Headteacher to ensure consistency,</li> <li>• agrees Exec. Headteacher/Headteacher pay award (alongside Care Committee),</li> <li>• agrees Central Team pay awards,</li> <li>• provides professional support for performance management across all schools.</li> </ul>	<ul style="list-style-type: none"> <li>• LSB Chair reviews and approves Exec. Headteacher/Headteacher's recommendation for teacher's pay progression to UPS as per Pay Policy,</li> <li>• LSB Chair contributes to performance management of the Exec. Headteacher/Headteacher.</li> </ul>	<ul style="list-style-type: none"> <li>• Implements and manages the Trust performance management and pay policies for staff in school, making sure that performance management is conducted in a manner that adheres to equality legislation requirements,</li> <li>• provides assurance reports on performance management, recommends actions and pay to the LSB,</li> <li>• may hear an appeal from a member of staff from within another Trust school.</li> </ul>

## 2.6. Staff professional development

Trustees/Directors (the Trust Board)	CEO	Local School Board (LSB)	Exec. Headteacher/Headteacher
<ul style="list-style-type: none"> <li>Ensures the capability of Trust staff by monitoring performance of the schools.</li> </ul>	<ul style="list-style-type: none"> <li>Reviews, designs and implements a Trust-wide development programme,</li> <li>monitors the provision of appropriate professional development opportunities for staff.</li> </ul>	<ul style="list-style-type: none"> <li>Obtains assurance of the effectiveness of professional development and succession planning and support and challenge the Exec. Headteacher/Headteacher appropriately.</li> </ul>	<ul style="list-style-type: none"> <li>Develops, implements and manages 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,</li> <li>Provides assurance reports on CPD and its impact to LSB and Central Team,</li> <li>agrees performance targets for the Leadership team,</li> <li>develops, implements and manages a structured approach to succession planning at school level, in consultation with HR.</li> </ul>

## 2.7. Staff Recruitment

Trustees/Directors (the Trust Board)	CEO	Local School Board (LSB)	Exec. Headteacher/Headteacher
<ul style="list-style-type: none"> <li>• Ensures compliance, as employers, in Trust staff contractual matters and statutory entitlements,</li> <li>• ensures recruitment and appointment/suspension/dismissal of the Chief Executive/Accounting Officer,</li> <li>• ensures recruitment and appointment/dismissal of the CFO in consultation with the CEO,</li> <li>• may contribute to the recruitment and appointment of Exec. Headteacher/Headteacher,</li> <li>• ensures Trust compliance with the public sector equality duties of the <a href="#">Equality Act 2010</a>.</li> </ul>	<ul style="list-style-type: none"> <li>• Provides the Trust Board and schools with professional HR support and advice relating to the recruitment of staff with regards to statutory requirements,</li> <li>• acts on behalf of the Trust Board in the recruitment and appointment/suspension/dismissal of Exec. Headteacher/Headteacher and Central Team positions,</li> <li>• (via HR Manager) monitors the accuracy of the Single Central Record (SCR) (termly) and statutory compliance with safer recruitment on behalf of the Trust Board,</li> <li>• monitors any staff restructuring involving staff consultation or redundancy,</li> <li>• monitors that disclosure and barring service (DBS) checks are carried out where appropriate,</li> <li>• may support the Exec. Headteacher/Headteacher by joining appointment panels or otherwise contributing to the appointment process of senior leadership team members,</li> <li>• (via HR Manager) provides Trust Board and Headteachers/Heads of School with relevant data and assurance regarding staff recruitment and retention, including national benchmarks where available.</li> </ul>	<ul style="list-style-type: none"> <li>• Contributes to the appointment of the Exec. Headteacher/Headteacher in consultation with the CEO,</li> <li>• may support the Exec. Headteacher/Headteacher by joining appointment panels for senior leadership posts or otherwise contributing to the appointment process,</li> <li>• using key performance data provided by the school and Central Team, obtains assurance about the school's staff, staffing structures and HR data, supporting and challenging where appropriate,</li> <li>• ideally has one governor on the LSB with safer recruitment training, although there will always be a trained member of staff on the panel so this would not preclude other governors participating.</li> </ul>	<ul style="list-style-type: none"> <li>• Develops, implements and manages the schools' staffing structure within budget and in consultation with the CEO,</li> <li>• implements and manages the recruitment and appointment/suspension/dismissal of school staff other than the Exec. Headteacher/Headteacher,</li> <li>• manages communicating senior staff appointments to the LSB,</li> <li>• provides assurance reports on key recruitment and performance data to the LSB.</li> </ul>

## 2.8 Buildings and maintenance

Trustees/Directors (the Trust Board)	CEO	Local School Board (LSB)	Exec. Headteacher/Headteacher
<ul style="list-style-type: none"> <li>• Ensures the Trust has an Estates strategy plan,</li> <li>• reviews capital project proposals outside of budget (for example CIF/SCA funding) and allocate capital funds in accordance with the Trust’s finances,</li> <li>• reviews, prioritises and approves proposals for capital investment over £200k (in consultation with CEO).</li> </ul>	<ul style="list-style-type: none"> <li>• Develops and monitors a rolling 5-year strategy plan in line with GEMS (via Estates Manager),</li> <li>• provides the Trust and schools with professional support, challenge and advice relating to the management of buildings and estates (via Estates Manager),</li> <li>• reviews, prioritises and approves proposals for capital investment between £25k-£200k (in consultation with Estates Manager/CFO),</li> <li>• monitors compliance with statutory regulations relating to premises and accommodation (via Estates Manager/CFO),</li> <li>• receives, reviews and reports to the Trust Board and relevant committees on proposals for planned capital works over £200k.</li> </ul>	<ul style="list-style-type: none"> <li>• Obtains assurance regarding any planned and approved capital works,</li> <li>• obtains assurance on the impact of the Estates strategic plan on the quality of school buildings,</li> <li>• with the Exec. Headteacher/Headteacher, supports in developing priorities for capital expenditure and large scale ‘minor works’ in line with the strategic plan.</li> </ul>	<ul style="list-style-type: none"> <li>• Implements and manages the maintenance of the school and facilities, with support from Central Team,</li> <li>• develops, implements and manages, with the LSB, priorities for capital expenditure and large scale ‘minor works’ in line with the strategic plan,</li> <li>• approves proposals for capital investment within revenue budget,</li> <li>• develops, implements and manages curriculum-based business plans for capital projects, within revenue budget.</li> </ul>

## 2.9. Health & Safety

Trustees/Directors (the Trust Board)	CEO	Local School Board (LSB)	Exec. Headteacher/Headteacher
<ul style="list-style-type: none"> <li>• Acts as the corporate body and serves as the employer under the <a href="#">Health and Safety at Work Act 1974</a>, <a href="#">Health and Safety (First Aid) Regulations 1981</a> and <a href="#">Regulatory Reform (Fire Safety) Order 2005</a>.</li> <li>• ensures the setting and regular review of overall policies for health and safety,</li> <li>• defines the Trust risk appetite with regard to health and safety compliance,</li> <li>• annually reviews organisational health and safety,</li> <li>• ensures adequate resources are made available for the discharge of the employer's health and safety duties.</li> </ul>	<ul style="list-style-type: none"> <li>• Appoints a competent health and safety professional to develop, support and monitor health and safety in schools and the Central Team,</li> <li>• provides Central Team staff with the training, information, instruction and supervision as necessary to meet statutory requirements and fulfil their duties in a safe manner.</li> </ul>	<ul style="list-style-type: none"> <li>• Appoints an LSB member to have specific responsibility for health and safety in the school and reporting to full LSB as appropriate,</li> <li>• obtains and provides assurance to the Trust Board through support and challenge about health and safety at the school.</li> </ul>	<ul style="list-style-type: none"> <li>• Develops, implements and manages health and safety within the school,</li> <li>• implements and manages health and safety policies and statutory compliance within the school,</li> <li>• implements and manages a school closure due to H&amp;S issue (in consultation with CEO),</li> <li>• implements and manages appropriate training for all staff within their school, providing information, instruction and supervision as necessary to meet statutory requirements and fulfil their duties in a safe manner,</li> <li>• develops, implements and manages school risk assessments,</li> <li>• provides assurance reports on health and safety to the LSB,</li> <li>• may delegate some health and safety responsibilities to a Health and Safety Coordinator.</li> </ul>



## 2.10. Finance (to be read in conjunction with the Trust Finance Manual)

*Note: Detailed financial parameters are contained within the Trust's Finance Manual*

Trustees/Directors (the Trust Board)	CEO	Local School Board (LSB)	Exec. Headteacher/Headteacher
<ul style="list-style-type: none"> <li>• Ensures the Trust's assets and accounts and for statutory compliance, ensuring money is well spent and that the Trust is sustainable as a going concern,</li> <li>• ensures robust financial oversight in accordance with the Education and Skills Funding Agency (ESFA) <a href="#">Academy Trust Handbook</a> ensuring relevant skills on the Trust Board,</li> <li>• signs off the annual accounts,</li> <li>• reviews and supports a rolling 5-year strategic vision for the finances of the Trust and the schools in accordance with the strategy,</li> <li>• set the financial parameters for the schools' budgets and 5-year forecasts,</li> <li>• sets delegated authority limits for financial transactions whilst adhering to ESFA limits,</li> <li>• agrees a policy for the use of reserves,</li> <li>• develops the strategic plan for capital expenditure,</li> <li>• considers management accounts six times a year (Chair to consider on a monthly basis).</li> </ul>	<ul style="list-style-type: none"> <li>• Monitors financial and organisation performance, providing assurance that money is well spent,</li> <li>• monitors compliance with the ESFA <a href="#">Academy Trust Handbook</a> and as Accounting Officer completes and signs a statement on regularity, propriety and compliance annually and submits this to the ESFA,</li> <li>• develops a rolling 5-year financial plan in accordance with the strategic vision,</li> <li>• acts on behalf of the Trust Board to discharge the duties in relation to statutory compliance and financial performance of the schools,</li> <li>• monitors conflicts of interest and related party transactions,</li> <li>• provides accounting, financial planning, payroll and financial systems services for schools,</li> <li>• works closely with the Exec. Headteacher/Headteacher in the preparation of the budget and 5-year forecast, assuming national assumptions and reviewing and challenging locally set assumptions for approval by the Trust Board,</li> <li>• monitors the schools' financial performance and challenges where there</li> </ul>	<ul style="list-style-type: none"> <li>• Receives assurance through summary management accounts termly from Central Team to ensure the LSB is fully aware of the school's financial performance,</li> <li>• challenges and supports the school where there are variances to budget and the 5-year forecast in order to achieve budget overall,</li> <li>• challenges the Exec. Headteacher/Headteacher on priorities for the strategic plan based on budget assumptions,</li> <li>• contributes views in relation to priorities within the final budget and 5-year forecast,</li> <li>• obtains and provides assurance to the Trust Board on the effectiveness of how pupil premium and catch-up funding is spent,</li> <li>• contributes views in relation to capital expenditure priorities and use of up to 2% (cumulative) reserves.</li> </ul>	<ul style="list-style-type: none"> <li>• Works closely with Central Team in the preparation of the budget and 5-year forecast for approval by the Trust Board in line with financial requirements,</li> <li>• manages costs in order that budget commitments are met,</li> <li>• develops, implements, with the LSB, a plan for capital expenditure priorities for submission in line with the school's 5-year strategic plan,</li> <li>• manages the appropriate use of any reserves expenditure (up to 2% cumulative),</li> <li>• manages compliance with all financial policies and procedures,</li> <li>• manages PAN in line with LA requirements,</li> <li>• implements the spending of pupil premium and catch-up funding effectively,</li> <li>• manages operating leases within budget (in consultation with CFO),</li> <li>• cooperates with auditors and implements their reasonable recommendations,</li> <li>• has the authority to seek legal advice from the MAT appointed legal representatives within retainer. Beyond retainer must be in consultation with CEO.</li> </ul>

- are variances to budget and the 5-year forecast,
- cooperates with auditors and implement their reasonable recommendations,
- monitors and responds to the external auditor's report,
- ensures an appropriate, reasonable and timely response to any findings given by auditors, taking the opportunity to strengthen the systems of financial management and control,
- monitors trust wide value for money by benchmarking.

## 2.11. IT

Trustees/Directors (the Trust Board)	CEO	Local School Board (LSB)	Exec. Headteacher/Headteacher
<ul style="list-style-type: none"> <li>• Ensures a robust IT strategy is in place,</li> <li>• determines the IT fund that each school must ringfence for IT refresh and renewal,</li> <li>• reviews capital project proposals outside of budget and allocate capital funds in accordance with the Trust's finances.</li> </ul>	<ul style="list-style-type: none"> <li>• Develops and monitors a rolling 5-year strategy plan (via CFO and IT Networks Manager),</li> <li>• Provides the Trust and schools with professional support, challenge and advice relating to the implementation and management of IT infrastructure and platforms.</li> </ul>	<ul style="list-style-type: none"> <li>• Obtains assurance that the school is getting the service needed from the Central Team.</li> </ul>	<ul style="list-style-type: none"> <li>• Monitors the implementation and management of IT strategy, including infrastructure, platforms, systems and devices.</li> </ul>

### 3. EDUCATION

#### 3.1. Curriculum

Trustees/Directors (the Trust Board)	CEO/Dir. of Education	Local School Board (LSB)	Exec. Headteacher/Headteacher
<ul style="list-style-type: none"> <li>• Ensure the curriculum meets national standards, including accountability for legal duties in relation to pupils with SEND,</li> <li>• responsible for nominating a SEND lead Trustee/Director and ensuring that there is a SENCO at each school,</li> <li>• responsible for ensuring that the Trust Board has the skills to understand and interpret the full detail of educational data and at least annually see objective national data,</li> <li>• ensures suitable careers guidance is delivered with regards to statutory requirements.</li> </ul>	<p><b>CEO</b></p> <ul style="list-style-type: none"> <li>• Sets the principles of the Curriculum,</li> <li>• monitors statutory compliance on behalf of the Trust Board.</li> </ul> <p><b>Dir. of Education</b></p> <ul style="list-style-type: none"> <li>• Monitors the implementation of the curriculum, and extra-curricular provision, including provision for SEND pupils across all Trust schools,</li> <li>• accountable for improving the educational performance of schools,</li> <li>• (via a Trust Assurance partner) provides support, challenge and guidance relating to curriculum to all schools and where appropriate qualifications (KS4 and KS5) or EYFS in line with the overall school improvement strategy,</li> <li>• monitors analysis of performance data to best informs the Trust Board,</li> <li>• monitors that suitable career guidance is delivered to meet statutory requirements,</li> </ul>	<ul style="list-style-type: none"> <li>• Obtains and provides assurance to the Trust Board that delivery of the curriculum and extra-curricular provision is of a high standard, through support and challenge of the school's own evaluation, SEND provision, qualifications and EYFS policy,</li> <li>• assures the Trust Board that the LSB has the skills or training to understand, monitor and challenge the analysis of performance data.</li> </ul>	<ul style="list-style-type: none"> <li>• Sets, develops, manages, implements and evaluates the school's curriculum and extracurricular provision and, where appropriate, qualifications policy (KS4 and KS5) or EYFS policy (including statutory checks in Year 1 and 2), in line with DfE guidance,</li> <li>• manages and implements the provision of objective, high quality and timely performance data to the LSB/Trust Board,</li> <li>• develops, manages and implements the provision of an annual progress report (at least annually) to parents/carers,</li> <li>• develops, manages and implements delivery of suitable careers guidance, with regards to statutory requirements,</li> <li>• implements and manages compliance with SEND Code of Practice including appointing a qualified teacher as SENCO who has the relevant experience or NASENC qualification.</li> </ul>

### 3.2. Early years foundation stage (EYFS) (as applicable)

Trustees/Directors (the Trust Board)	CEO/Dir. of Education	Local School Board (LSB)	Exec. Headteacher/Headteacher
<ul style="list-style-type: none"> <li>Ensures compliance and delivery of EYFS for all schools with nursery and reception classes,</li> <li>receives annual reports on compliance, standards and proposed actions to address issues,</li> <li>reviews data on EYFS performance across all schools with EYFS provision.</li> </ul>	<p><b>CEO</b></p> <ul style="list-style-type: none"> <li>Monitors statutory compliance with respect to EYFS,</li> </ul> <p><b>Dir. of Education</b></p> <ul style="list-style-type: none"> <li>Reviews data on EYFS performance,</li> <li>provides advice, guidance, support and challenge with respect to EYFS provision.</li> </ul>	<ul style="list-style-type: none"> <li>Appoints an LSB member to have specific responsibility for EYFS,</li> <li>obtains and provides assurance to the Trust Board, via challenge of the school's evaluation of the quality of EYFS provision.</li> </ul>	<ul style="list-style-type: none"> <li>Develop, implement and manages the quality of provision of EYFS, and actions to address weaknesses.</li> </ul>

### 3.3. OFSTED inspection

Trustees/Directors (the Trust Board)	CEO/Dir. of Education	Local School Board (LSB)	Exec. Headteacher/Headteacher
<p><i>Note: The Exec. Headteacher/Headteacher must ensure their school is ready for an Ofsted inspection and the LSB Chair must be assured this is the case. All governors should be trained and prepared to liaise with inspectors during the visit. The type of visit; Section 8, Section 5 or unannounced inspection, will determine governance requirements. Attendance at the meeting will be determined by the Lead Inspector, therefore the Trust Board Chair and/or other Trustees, LSB Chairs and/or other governors may be called to support the inspection.</i></p>			
<ul style="list-style-type: none"> <li>Undertakes training for an OFSTED inspection,</li> <li>liaises with OFSTED inspectors as required,</li> <li>receives inspection reports,</li> <li>receives reports from Exec. Headteacher/Headteacher and CEO regarding proposed actions to address any recommendations following an inspection.</li> </ul>	<p><b>CEO</b></p> <ul style="list-style-type: none"> <li>Via The HR Manager, provides the Single Central Register for inspection.</li> </ul> <p><b>Dir. of Education</b></p> <ul style="list-style-type: none"> <li>Provides support to the Exec. Headteacher/Headteacher prior to, during and after inspections.</li> </ul>	<ul style="list-style-type: none"> <li>Obtains assurance that all governors understand the requirements to support the Exec. Headteacher/Headteacher in the event of an inspection,</li> <li>liaises with OFSTED inspectors as required,</li> <li>ensures the outcomes of an inspection are communicated to stakeholders in line with statutory requirements.</li> </ul>	<ul style="list-style-type: none"> <li>Develops, implements and manages an OFSTED inspection plan to prepare all staff and the LSB for the requirements of the inspection process,</li> <li>provides training for staff and those in governance where appropriate,</li> <li>provides assurance reports to LSB and Trust Board on how any recommendations will be actioned.</li> </ul>

### 3.4. Quality of Teaching

Trustees/Directors (the Trust Board)	CEO/Dir. of Education	Local School Board (LSB)	Exec. Headteacher/Headteacher
<ul style="list-style-type: none"> <li>Ensures that the quality of teaching is monitored and evaluated, and that resources are being used to best effect to drive improvement.</li> </ul>	<p><b>Dir. of Education</b></p> <ul style="list-style-type: none"> <li>Monitors, through support and challenge, the schools programme of improvement, including provision of resources,</li> <li>evaluates the quality of teaching.</li> </ul>	<ul style="list-style-type: none"> <li>Obtains and provides assurance to the Trust Board through support and challenge of the school's own evaluation of the quality of teaching.</li> </ul>	<ul style="list-style-type: none"> <li>Develops, implements and delivers high quality teaching and learning in the school,</li> <li>develops, implements and delivers accurate self-evaluation of the quality of teaching, its strengths and weaknesses and takes action to improve the quality of teaching.</li> </ul>

### 3.5. School Improvement

Trustees/Directors (the Trust Board)	CEO/Dir. of Education	Local School Board (LSB)	Exec. Headteacher/Headteacher
<ul style="list-style-type: none"> <li>Ensures executive leaders are held to account for the educational performance of The Trust and its pupils, and the performance management of staff,</li> <li>ensures the attainment and progress of disadvantaged pupils.</li> </ul>	<p><b>CEO</b></p> <ul style="list-style-type: none"> <li>Agrees annual performance targets for schools relating to academic performance,</li> </ul> <p><b>Dir. of Education</b></p> <ul style="list-style-type: none"> <li>Provides professional support and challenge to schools to help drive improvement and high academic standards,</li> <li>monitors the schools' performance and reports to the Trust Board on schools' performance against targets,</li> <li>monitors the schools' response to the recommendations of the last inspection or academic audit,</li> <li>monitors pupils' progress and attainment,</li> <li>monitors progress and attainment of different groups of pupils (including but not limited to pupil premium and others 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).</li> </ul>	<ul style="list-style-type: none"> <li>Obtains and provides assurance to the Trust Board of significant strengths and weaknesses in the school,</li> <li>Obtains and provides assurance to the Trust Board regarding the school's response to the recommendations of its last OFSTED inspection or academic audit,</li> <li>obtains and provides assurance to the Trust Board regarding pupils' overall progress and attainment,               <ul style="list-style-type: none"> <li>including but not limited to specific groups i.e. pupil premium and others 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).</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>Develops, implements and manages the accurate self-evaluation of the school, highlighting its strengths and weaknesses and for implementing a plan of action to improve and develop based on the evaluation,</li> <li>manages annual performance targets by subject relating to academic performance,</li> <li>develops, manages and implements a pupil premium strategy,</li> <li>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),</li> <li>develops, implements appropriate action 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.</li> </ul>

## 5. AUDIT & RISK

### 5.1. Risk management

Trustees/Directors (the Trust Board)	CEO	Local School Board (LSB)	Exec. Headteacher/Headteacher
<ul style="list-style-type: none"> <li>Ensures robust risk management is in place with a programme of internal scrutiny and business continuity planning,</li> <li>approves the Trust Risk Management Policy, including setting risk tolerances and determining risk appetite,</li> <li>ensures the establishment of an Audit &amp; Risk Committee and considers the minutes of said committee at each of its meetings,</li> <li>investigates financial irregularities (CEO, CFO suspected).</li> </ul>	<ul style="list-style-type: none"> <li>Monitors the strategic risks facing the organisation including business continuity planning,</li> <li>drafts and implements a Trust Risk Management Policy,</li> <li>monitors the Trust insurance policies,</li> <li>audits school compliance with policy including existence and regular investigates financial irregularities (other than the CEO and/or CFO).</li> </ul>	<ul style="list-style-type: none"> <li>Obtains and provides assurance to the Trust Board on risk management at local level.</li> </ul>	<ul style="list-style-type: none"> <li>Manages risk at their school, including the maintenance and regular review of the school risk register by SLT and LSB.</li> </ul>

### 5.2. Risk Registers

*Note: The Trust will provide Risk Management Software (4Risk) for the purpose of maintaining consistent risk register and reporting across the schools in the Trust.*

Trustees/Directors (the Trust Board)	CEO	Local School Board (LSB)	Exec. Headteacher/Headteacher
<ul style="list-style-type: none"> <li>Reviews the Risk Register, at each of its meetings and an annual report from the Chair of the committee</li> </ul>	<ul style="list-style-type: none"> <li>Maintains, regularly reviews and updates the Trust Risk Register, reviews the school's risk registers,</li> </ul>	<ul style="list-style-type: none"> <li>Obtains and provides assurance to the Trust Board that there are regular reviews and challenge of the school risk register.</li> </ul>	<ul style="list-style-type: none"> <li>Manages risk at their school, including the maintenance and regular review of the school risk register by SLT and LSB.</li> </ul>

## 6. Ventures and Growth Opportunities

### 6.1. TFSCITT – School Centered Initial Teacher Training

*Note: The TFSCITT Executive Board has a Terms of Reference which breaks down responsibilities further.*

Trustees/Directors (the Trust Board)	CEO	Executive Board	
<ul style="list-style-type: none"> <li>Ensuring the financial viability of the SCITT,</li> <li>Ensure legal and financial compliance to the various regulators that provide funding.</li> </ul>	<ul style="list-style-type: none"> <li>Acts as Accounting Officer and sits on the Executive Board,</li> <li>delegates the role of SCITT Finance Director to the COO who sits on the Executive Board and monitors the operations and finances,</li> <li>provides assurance to the Trust Board about the operation of the SCITT.</li> </ul>	<ul style="list-style-type: none"> <li>Develops, approves and implements SCITT Operations Policies,</li> <li>Develops and implements strategic objectives, aims and quality assurance,</li> <li>Ensures funding is used for intended purposes.</li> </ul>	

### 6.2. Hubs

Trustees/Directors (the Trust Board)	CEO	Board/Steering Group	Director of Education
<ul style="list-style-type: none"> <li>Ensuring the financial viability of the Hubs,</li> <li>Ensure legal and financial compliance to the various regulators that provide funding,</li> <li>Approves any additional Hubs.</li> </ul>	<ul style="list-style-type: none"> <li>Acts as Accounting Officer</li> <li>Via the CFO, monitors the operations and finances of the Hubs.</li> </ul>	<ul style="list-style-type: none"> <li>TBC</li> </ul>	<ul style="list-style-type: none"> <li>Acts as Senior Leadership Link (SLL).</li> <li>Line manages the work of the Maths Hub Lead.</li> <li>Sits on the relevant Board/Steering Group,</li> <li>provides assurance to the Trust Board about the operation of the Hubs.</li> </ul>

### 6.3. Trust Growth Strategy

Trustees/Directors (the Trust Board)	CEO		
<ul style="list-style-type: none"> <li>Ensure a growth strategy is in place and reviewed at least annually,</li> <li>Approve due diligence or other formal agreement prior to conversion,</li> <li>Approve new funding agreements, leases and commercial transfer agreements.</li> </ul>	<ul style="list-style-type: none"> <li>Develops and implements the growth strategy,</li> <li>Is the first point of contact for potential joining schools,</li> <li>Implements due diligence and/or agreements prior to conversion.</li> </ul>		



## Appendix 1. LSB Checklist

Area	Key Tasks	Assurance evidence for the LSB	Assurance evidence to Trust Board
<b>1. Governance</b>			
<b>1.1 Strategic Plan</b>	<ul style="list-style-type: none"> <li>Reviews the Strategy and School annual Development Plan/Improvement Plan and monitors it is in line with the Trust strategic objectives.</li> </ul>	Trust Board Strategy Objectives School objectives School Development/Improvement Plan Reports from HT/HoS Governor Assurance Visits	LSB minutes LSB Chair and Trust Chair/CEO meetings Termly update from LSB Chair to Trust Board
<b>1.2 Governor Structure &amp; Processes</b>	<p><b>STRUCTURE</b></p> <ul style="list-style-type: none"> <li>Assures the Trust Board around succession planning, recruitment and nomination of LSB governors including the LSB Chair,</li> <li>assures the Trust Board that constitution meets the Terms of Reference, including holding staff and parent governor elections.</li> </ul> <p><b>PROCESSES</b></p> <ul style="list-style-type: none"> <li>agrees an annual schedule of LSB business (agenda plan)</li> <li>is assured that new LSB governors receive an induction and that all governors have the right level of training,</li> <li>evaluates its own processes and effectiveness (self-review),</li> <li>maintains a register of business interests</li> </ul>	LSB Minutes Annual LSB Terms of Reference Review LSB Agenda & meeting Plan Training Log Self-review Annual skills audit Completed Pecuniary Interest Forms	LSB minutes LSB Chair and Trust Chair/CEO meetings Termly update from LSB Chair to Trust Board Feedback on TOR Review LSB Agenda & meeting Plan Training Log
<b>1.3 Policy &amp; Procedures</b>	<ul style="list-style-type: none"> <li>Approves statutory and non-statutory school policies other than those requiring public consultation, and assures their implementation including any relevant addendums in Trust policies,</li> <li>obtains and provides assurance to the Trust Board, through governor assurance visits and other means, that practice within the school is effective and reflects most up-to-date policy documents</li> </ul>	Policy renewal schedule linked to agenda plan Governor assurance visit schedule HT/HoS Report	LSB minutes LSB Chair and Trust Chair/CEO meetings Termly update from LSB Chair to Trust Board Governor assurance visit reports
<b>1.4 Provision of Information</b>	<ul style="list-style-type: none"> <li>Obtains assurance on the quality of information provided by the school to stakeholders,</li> <li>reports the work of the LSB to the Trust Board</li> </ul>	HT/HoS Report HT/HoS Bulletin/Newsletter School website School press releases	LSB minutes LSB Chair and Trust Chair/CEO meetings Termly update from LSB Chair to Trust Board School website & news

## 2. Care

<p><b>2.1 Child Protection and Safeguarding</b></p>	<ul style="list-style-type: none"> <li>• Appoints an LSB member to have specific responsibility for safeguarding and child protection in the school, reporting to full LSB as appropriate and attending the Trust-wide Safeguarding group meetings,</li> <li>• obtains assurance that the SCR is checked and up to date,</li> <li>• obtains and provides assurance to the Trust Board about the safeguarding and child protection in the school through visits, support and challenge including updates on;             <ul style="list-style-type: none"> <li>(x) child protection</li> <li>(xi) suspensions</li> <li>(xii) serious disciplinary incidents</li> <li>(xiii) attendance</li> <li>(xiv) behaviour</li> <li>(xv) SEND</li> <li>(xvi) safer recruitment</li> <li>(xvii) staff training and</li> <li>(xviii) safeguarding curriculum</li> </ul> </li> <li>• obtains assurance on the support for LAC and PLAC.             <ul style="list-style-type: none"> <li>• convenes suspension panels to consider individual suspensions.</li> </ul> </li> </ul>	<p>Governor Assurance Role – Safeguarding            Governor Assurance Visits Schedule and Reports            SCR            HT/HoS Report            DSL presentation (at least annually)            Report from PLAC &amp; LAC teacher            Internal audits</p>	<p>LSB minutes            LSB Chair and Trust Chair/CEO meetings            Termly update from LSB Chair to Trust Board            Governor assurance visit reports and presence at Trust Safeguarding Group            Internal audit reports</p>
<p><b>2.2 Communication</b></p>	<ul style="list-style-type: none"> <li>• LSB Chair assured that LSB governors have all the information they require</li> <li>• LSB Chair assured that the views of the LSB are well communicated to the Trust Board and CEO</li> <li>• be assured that schools are communicating with their communities in line with local context, and assures the Trust Board that there is a plan of direct engagement with stakeholders and the wider community to reflect the civic responsibilities of the school,</li> <li>• obtains assurance that the school uniform meets government affordability criteria.</li> </ul>	<p>Robust agenda and meeting management by LSB Chair            Governor assurance role – community            HT/HoS Report            Community Action Plan</p>	<p>LSB minutes            LSB Chair and Trust Chair/CEO meetings            Termly update from LSB Chair to Trust Board            Governor assurance visit reports            Community Action Plan</p>
<p><b>2.3 Complaints</b></p>	<ul style="list-style-type: none"> <li>• Manages and hears appeals as part of the complaints process,</li> <li>• receives regular reports from the Headteacher on complaints needing to be dealt with under the complaints procedure, and assurance that they are dealt with in a timely and appropriate manner.</li> </ul>	<p>HT/HoS Report</p>	<p>LSB minutes            LSB Chair and Trust Chair/CEO meetings            Termly update from LSB Chair to Trust Board</p>

<b>2.4 Data Protection/GDPR</b>	<ul style="list-style-type: none"> <li>Obtains assurance that a DPL is appointed within school,</li> <li>receives and reviews a regular report from the DPO/DPL, highlighting data protection matters and compliance.</li> </ul>	Awareness of who the DPL is DPL Report	LSB minutes LSB Chair and Trust Chair/CEO meetings Termly update from LSB Chair to Trust Board
<b>2.5 Staff Performance Management &amp; Pay</b>	<ul style="list-style-type: none"> <li>LSB Chair reviews and approves Exec. Headteacher/Headteacher's recommendation for teacher's pay progression to UPS,</li> <li>LSB Chair contributes to performance management of the Exec. Headteacher/Headteacher.</li> </ul>	Record of LSB Chair reviews of UPS progression LSB Chair contribution to performance management of HT/HoS	LSB Chair and Trust Chair/CEO meetings
<b>2.6 Staff professional development</b>	<ul style="list-style-type: none"> <li>Obtains assurance of the effectiveness of professional development and succession planning for school staff and support and challenge the Exec. Headteacher/Headteacher appropriately.</li> </ul>	Staffing structure and CPD plans from HT/HoS Report	LSB minutes LSB Chair and Trust Chair/CEO meetings Termly update from LSB Chair to Trust Board
<b>2.7 Staff recruitment</b>	<ul style="list-style-type: none"> <li>Contributes to the appointment of the Exec. Headteacher/Headteacher in consultation with the CEO,</li> <li>may support the Exec. Headteacher/Headteacher by joining appointment panels for senior leadership posts,</li> <li>using key performance data provided by the school and Central Team, obtains assurance about the school's staff, staffing structures and HR data,</li> <li>checks SCR at least termly,</li> <li>undergoes relevant safer recruitment training if taking part in recruitment processes.</li> </ul>	Safer recruitment training to enable participation in interviews HT/HoS Report SCR	LSB minutes LSB Chair and Trust Chair/CEO meetings Termly update from LSB Chair to Trust Board
<b>3. Education</b>			
<b>3.1 Curriculum</b>	<ul style="list-style-type: none"> <li>Obtains and provides assurance to the Trust Board that delivery of the curriculum and extra-curricular provision is of a high standard, through support and challenge of the school's own evaluation and the development and implementation of its curriculum, SEND provision, qualifications and EYFS policy,</li> <li>assures the Trust Board that the LSB has the skills or training to understand, monitor and challenge the analysis of performance data.</li> </ul>	Governance Assurance role – Curriculum Governor Assurance Visit Reports HT/HoS Report Annual skills audit Internal audit	LSB minutes LSB Chair and Trust Chair/CEO meetings Termly update from LSB Chair to Trust Board Governor assurance visit reports Internal audit reports Director of Education reports

<p><b>3.2 EYFS</b></p>	<ul style="list-style-type: none"> <li>• Appoints an LSB member to have specific responsibility for EYFS where appropriate,</li> <li>• obtains and provides assurance to the Trust Board, via challenge of the school's evaluation of the quality of EYFS provision.</li> </ul>	<p>Governance Assurance role – EYFS (where appropriate) Governor Assurance Visit Reports HT/HoS Report</p>	<p>LSB minutes LSB Chair and Trust Chair/CEO meetings Termly update from LSB Chair to Trust Board Governor assurance visit reports</p>
<p><b>3.3 Ofsted inspection</b></p>	<ul style="list-style-type: none"> <li>• The LSB Chair should be assured that all governors understand the requirements to support the Exec. Headteacher/Headteacher in the event of an inspection,</li> <li>• liaises with OFSTED inspectors as required when being first point of contact in terms of governance,</li> <li>• ensures the outcomes of an inspection are communicated to stakeholders in line with statutory requirements.</li> </ul>	<p>OFSTED inspection preparation training from HT/HoS/SLT School website School OFSTED readiness reports</p>	<p>LSB Minutes Direct post inspection feedback to the Chair, School website</p>
<p><b>3.4 Quality of teaching</b></p>	<ul style="list-style-type: none"> <li>• Obtains and provides assurance to the Trust Board through support and challenge of the school's own evaluation of the quality of teaching.</li> </ul>	<p>HT/HoS Report Student outcomes report and analysis (PPE and PE) Governance Assurance role – Curriculum Governor Assurance Visit Reports</p>	<p>LSB Minutes Direct Post examination feedback to Chair, Termly update from LSB Chair to Trust Board Governor assurance visit reports Director of Education reports</p>
<p><b>3.5 School improvement</b></p>	<ul style="list-style-type: none"> <li>• Obtains and provides assurance to the Trust Board of significant strengths and weaknesses in the school,</li> <li>• Obtains and provides assurance to the Trust Board regarding the school's response to the recommendations of its last OFSTED inspection or academic audit,</li> <li>• obtains and provides assurance to the Trust Board regarding pupils' overall progress and attainment,</li> <li>• including but not limited to specific groups i.e. pupil premium and others 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).</li> </ul>	<p>HT/HoS Report Student outcomes report and analysis (PPE and PE) Governance Assurance role – Curriculum/SEND Governor Assurance Visit Reports Internal audits</p>	<p>LSB minutes LSB Chair and Trust Chair/CEO meetings Termly update from LSB Chair to Trust Board Governor assurance visit reports Internal audit reports Director of Education reports</p>

#### 4. Operations

<b>4.1 Buildings &amp; maintenance</b>	<ul style="list-style-type: none"> <li>• Obtains assurance regarding any planned and approved capital works,</li> <li>• obtains assurance on the impact of the Estates strategic plan on the quality of school buildings,</li> <li>• with the Exec. Headteacher/Headteacher, supports in developing priorities for capital expenditure and large scale ‘minor works’ in line with the strategic plan.</li> </ul>	<p>Capex plan from HT/HoS Impact report from Estates facilities coordinator</p>	<p>LSB minutes LSB Chair and Trust Chair/CEO meetings Termly update from LSB Chair to Trust Board</p>
<b>4.2 Health &amp; Safety</b>	<ul style="list-style-type: none"> <li>• Appoints an LSB member to have specific responsibility for health and safety in the school and reporting to full LSB as appropriate,</li> <li>• obtains and provides assurance to the Trust Board through support and challenge about health and safety at the school.</li> </ul>	<p>Governance Assurance role – Health &amp; Safety Health &amp; Safety Training (Flick) Governor Assurance Visit Reports Internal audits and assurance actions are taken HT/HoS Report</p>	<p>LSB minutes LSB Chair and Trust Chair/CEO meetings Termly update from LSB Chair to Trust Board Governor assurance visit reports Internal audit reports</p>
<b>4.3 Finance</b>	<ul style="list-style-type: none"> <li>• Receives assurance through summary management accounts termly from Central Team to ensure the LSB is fully aware of the school’s financial performance,</li> <li>• challenges and supports the school where there are variances to budget and the 5-year forecast in order to achieve budget overall,</li> <li>• challenges the Exec. Headteacher/Headteacher on priorities for the strategic plan based on budget assumptions,</li> <li>• contributes views in relation to priorities within the final budget and 5-year forecast,</li> <li>• obtains and provides assurance to the Trust Board on the effectiveness of how pupil premium and catch-up funding is spent,</li> <li>• contributes views in relation to capital expenditure priorities and use of up to 2% cumulative reserves.</li> </ul>	<p>Management Reports &amp; budget forecasts Strategic plan HT/HoS Reports Pupil premium updates Capex plan</p>	<p>LSB minutes LSB Chair and Trust Chair/CEO meetings Termly update from LSB Chair to Trust Board</p>
<h4>5. Audit &amp; Risk</h4>			
<b>5.1 Risk Management</b>	<ul style="list-style-type: none"> <li>• Obtains and provides assurance to the Trust Board on risk management at local level, including regular reviews of the school risk register.</li> </ul>	<p>School Risk Register Risk Management training</p>	<p>LSB minutes LSB Chair and Trust Chair/CEO meetings Termly update from LSB Chair to Trust Board</p>

## Appendix 2. Acronyms & Definitions

Acronym	Full Term
CEO	Chief Executive Officer
CFO	Chief Finance Officer
CIF	Condition Improvement Fund
CPD	Continuing Professional Development
DBS	Disclosure & Barring Service
DfE	Department of Education
Dir.Ed	Director of Education
DPL	Data Protection Lead
DPO	Data Protection Officer
DSL	Designated Safeguarding Lead
ECF	Early Career Framework
ESFA	Education and Skills Funding Agency
EYFS	Early Years Foundation Stage
FD	Finance Director
FOI	Freedom of Information
GDPR	General Data Protection Regulation
GEMS	Good Estate Management for Schools
GIAS	Get Information About Schools
GP	Governance Professional
H&S	Health & Safety
HoS	Head of School

HR	Human Resources
HT	Headteacher
KCSIE	Keeping Children Safe in Education
KPI	Key Performance Indicator
KS4	Key Stage 4
LAC	Looked After Children
LA	Local Authority
LSB	Local School Board
MAT	Multi Academy Trust
MKC	Milton Keynes Council
NASENC	National Award for Special Educational Needs Coordination
PAN	Published Admission number
PLAC	Previously Looked After Children
SCA	School Condition Allocation
SCITT	School Centred Initial Teacher Training
SCR	Single Central Register
SDP	School Development Plan
SEF	Self-Evaluation Framework
SENCo	Special Educational Needs Coordinator
SEND	Special Educational Needs & Disabilities
SIP	School Improvement Plan
SLT	Senior Leadership Team
SOD	Scheme of Delegation
UPS	Upper Pay Scale

Term	Definition
<b>Ensure</b>	Make certain or guarantee that something will occur, be the case, or that a problem does not occur
<b>Monitor</b>	Observe and check the progress or quality of something over a period of time, keeping under systematic review
<b>Assure</b>	To say with confidence and dispel any doubt that something will occur, be the case, or that a problem does not occur
<b>Develop</b>	Grow or cause to grow and become more mature, advanced or fit for purpose
<b>Implement</b>	Performance of an obligation. Put a decision, plan or agreement into effect
<b>Manage</b>	Effect the day to day running of something, have a supervisory role over staff at work

### Appendix 3. References & Links

References	
	<a href="#">Academy Trust Governance Guide</a>
	<a href="#">Academy Trust Handbook</a>
	<a href="#">School Governance (Roles, Procedures and Allowances) (England) Regulations 2013</a>
	<a href="#">The 7 Principles of Public Life</a>
	<a href="#">Companies Act 2006, s170-177</a>
	<a href="#">Schools Admissions Code</a>
	<a href="#">Staffing and Employment advice for schools</a>
	<a href="#">Children and Families Act 2014</a>
	<a href="#">SEND Code of Practice 2015</a>
	<a href="#">The Childcare Act 2006</a>
	<a href="#">School Inspection Handbook</a>