

## **PETERBOROUGH DIOCESE EDUCATION TRUST (PDET)**

### **BOARD REMIT AND SCHEME OF DELEGATION (incorporating Roles and Functions Overview)**

*(This document explains the Trust's integrated governance framework and covers establishment of, and delegation to, the Board, Committees, the Trust's Central Executive Team and Headteachers.)*

There are three other documents in this suite of Board documents namely:

- Directors' Role and Responsibilities (incorporating a Director's Job Description and Person Specification);
- Terms of Reference for the Board of Directors – *this sets out the mechanics of how the Board operates e.g. meetings; how many and quorum etc;*
- Code of Conduct for Directors of Peterborough Diocese Education Trust.

#### **1. Introduction and Statement of Intent**

As a charity and company limited by guarantee, Peterborough Diocese Education Trust (the Trust) is governed by a Board of Directors/Trustees (Directors) who are responsible for, and oversee, the management and administration of the Trust and the academies run by the Trust. The provisions of this document apply to all academies for which the Trust is responsible (the Academies). Any reference to the Academies in this document refers to all Academies within the Trust.

The Directors are accountable to external government agencies including the Charity Commission, Education and Skills Funding Agency and the Department for Education (including any successor bodies) for the quality of education they provide and they are required to have systems in place through which they can assure themselves of quality, safety and good practice.

In order to discharge some of these responsibilities, the Directors appoint people to serve on local Academy Governance Committees (AGCs) which have been established to help ensure the good governance of the Academies.

This document explains the ways in which the Directors fulfil their responsibilities for the leadership and management of the Academies, the respective roles and responsibilities of the Directors, the Committees and the governors serving on the AGCs and the commitments to each other to ensure the success of the Trust.

This document incorporating a Scheme of Delegation has been put in place by the Directors from the 26.11.2020 in accordance with the provisions of the Trust's [Articles of Association](#) (the Articles).

## 2. Ethos and Mission Statement

2.1 The Trust's vision is:

'Working together for each child to realise their God-given potential to flourish'

and its mission is:

'Our academies seek to serve their local communities: they are inclusive, welcoming children of the Christian Faith, of other faiths or of no faith, children from all backgrounds and of all abilities. We believe in the infinite worth of each person: children deserve the very best education and staff deserve support to deliver this.'

2.2 The Directors and AGCs recognise their responsibility towards the common good, not just of the Academies for whom the Trust is responsible, but of all the families and communities in the areas served by the Academies.

## 3. The Trust is governed by:

- **Members** – guardians of the Trust, their role is broadly similar to that of shareholders of a limited company.
- **Directors** – appointed by Members (save for Co-opted Directors, who are appointed by Directors) to oversee the business of the Trust, agreeing the overarching strategic direction and ensuring robust governance.

**Committees** – who act in an advisory capacity to the Board.

- **Central Executive Team** – who manage the day to day business of the Trust in line with policies approved by Directors.

- **Academy Governance Committees (AGCs)** – who monitor and support the Academies in implementation of the Trusts, and their own aligned vision, values and policies.
- **Headteachers** – who manage the day to day business of an individual Academy under the oversight and challenge of the Central Executive Team, with support from the AGC.

#### **4. Scope and Applicability**

This document outlines the framework for decision making/delegation within the Trust. It applies to all Members, Directors, members of Committees, Governors serving on the AGCs and staff.

To clearly set out the accountability/responsibility structure, a **Roles and Functions Overview (RFO)** is attached as an *Appendix*.

#### **5. Delegation - *Articles of Association***

The following are the relevant clauses from the Articles that outline what can, and cannot, be delegated.

- 5.1 Subject to provisions of the Companies Act 2006, the Articles and to any directions given by special resolution, the business of the Trust shall be managed by the Directors, who may exercise all the powers of the Trust.
- 5.2 Subject to the Articles, Directors:
  - ‘may appoint separate committees to be known as Local Governing Bodies’ (known as Academy Governance Committees in the Trust); and
  - ‘may establish any other committees’.
- 5.3 Subject to the Articles, ‘the constitution, membership and proceedings of any committee shall be determined by the Directors. The establishment, terms of reference, constitution and membership of any committee of the Directors shall be reviewed at least once in every twelve months’.
- 5.4 ‘The membership of any committee of the Directors may include persons who are not Directors, provided that (with the exception of the Local Governing Bodies) a majority of members of any such committee shall be Directors. Except in the case of a Local Governing Body, no vote on any matter shall be taken at a meeting of a committee of the Directors unless the majority of members of the committee present are Directors.’

- 5.5 'Directors may delegate to any Director, committee (including any Local Governing Body), the Chief Executive Officer or any other holder of an executive office, such of their powers or functions as they consider desirable to be exercised by them. Any such delegation shall be made subject to any conditions the Director may impose, and may be revoked or altered'.
- 5.6 The Directors appoint the Chief Executive Officer (CEO) and may delegate such powers and functions as they consider are required by the CEO for the internal organisation, management and control of the Academies (including the implementation of all policies approved by the Directors and for the direction of the teaching and curriculum at the Academies).
- 5.7 Reserved matters - the Board of Directors (the Board) cannot delegate:
- any functions relating to the:
    - constitution of the Trust;
    - appointment or removal of the Chair and Vice-Chair of the Directors;
    - suspension or removal of Directors;
    - establishment of committees;
    - dissolution of committees;
    - its responsibilities for the delegation of functions i.e. the adoption or revision of this Board Remit and Scheme of Delegation.

## **6. Members**

6.1 The Trust has:

- external Members (i.e. not Directors) who are:
  - Peterborough Diocese Church Schools Trust (PDCST) (Corporate Member)
  - 2 appointees of PDCST
  - any person appointed under Article 16; and
- 1 internal Member (Chair of Directors)

- 6.2 Members are the guardians of the Trust's constitution, providing oversight and challenge to the Directors to ensure the charitable object of the Trust is being fulfilled. The charitable object is:

*to advance for the public benefit education in the United Kingdom, in particular but without prejudice to the generality of the foregoing by establishing, maintaining, carrying on, managing and developing Academies which shall offer a broad and balanced curriculum and which shall include:*

- (i) Church of England schools designated as such which shall be conducted in accordance with the principles, practices and tenets of the Church of England both generally and in particular in relation to arranging for religious education and daily acts of worship, and having regard to any advice issued by the Diocesan Board of Education; and*
- (ii) other Academies whether with or without a designated religious character; but in relation to each of the Academies to recognise and support their individual ethos, whether or not designated Church of England.*

- 6.3 Members may agree to appoint/remove additional Members. The CEO cannot be a Member as employees of the Trust cannot be Members. Members can appoint and remove any Director subject to the provisions outlined in the Articles. Any removal by the Board of a Director appointed by the Members shall only be undertaken with the consent of the Members.

## **7. Board of Directors**

- 7.1 The Board is able to exercise all of the powers of the Trust. It is accountable for the performance of the Trust.
- 7.2 The Board will challenge, hold to account, ask questions, seek information, improve proposals and so seek to arrive at the best outcome for the Trust. In addition, the Board will offer support, constructive advice, a sounding board for ideas, a second opinion on proposals and help where needed to the Central Executive Team.
- 7.3 Both as Trustees of a charity and Directors of a company, Directors have a fiduciary duty to act in good faith in the best interests of the Trust. This duty includes a responsibility to do the following:

- ensure compliance with any legal obligations;
  - report on the Trust's activities (the Trust must prepare accounts in accordance with the Statement of Recommended Practice for Charities, the so called "Charity SORP" and any reporting requirements of the Education & Skills Funding Agency, as well as complying with Companies House reporting requirements);
  - fulfil the charitable object of the Trust as set out above and in its constitution (i.e. the Articles) and act in a way which is compliant with the rules of the Trust contained in the Articles;
  - act with integrity and to avoid any conflicts of interest and not to misuse any charity funds or assets;
  - act prudently in the financial management of the Trust, avoiding putting any assets, funds or reputation of the Trust at undue risk;
  - exercise reasonable care and skill, using personal knowledge and experience to ensure the Trust is well run and efficient; and
  - act responsibly, getting advice from others, including professional advisors, where appropriate.
- 7.4 Subject to any change in policy from time to time or where circumstances merit a different approach; the Board will be constituted of: a minimum of 5 Directors appointed by the Members. Directors may also appoint up to 2 co-opted Directors. There is no maximum number of Directors.
- 7.5 The Directors' role and responsibilities are set out in the document entitled '[Directors' Role and Responsibilities \(incorporating a Director's Job description and Person specification\)](#)' and detailed in the RFO. Specific skills may be needed if a Director is to take responsibility for and lead on a specific area, or to undertake the role of the Chair of the Trust. A regular skills audit will be undertaken and Directors should expect to be able to articulate their contribution to the success of the Trust and the Academies.
- 7.6 The chair of the Board must not exercise as an individual any functions of the Board, except where this has been sanctioned by the Board. The chair may, however, act in cases of urgency where a delay in exercising the function would be likely to be seriously detrimental to the interests of the Trust, an Academy, a pupil, parent or member of staff.

- 7.7 Terms of reference for the Trust Board are set out in the document entitled [‘Terms of Reference for the Board of Directors’](#).

## **8. Committees (including Academy Governance Committees)**

- 8.1 The Board has established a structure of committees as appropriate. These committees act in an advisory capacity to the Board except where powers have been specifically delegated to them by the Board.

- 8.2 For committee constitution and further details as to their operation – *see the terms of Reference for the particular committee* and for committee responsibilities – *see RFO*.

- 8.3 The Board has established the following standing committees:

- Ethos, Standards and Effectiveness (ESE);
- Business and Finance (B&F);
- Trust Governance (TGC);
- Audit and Risk (A&R);
- Pay and Personnel (P&P).

- 8.4 The Board has also established the equivalent of what are termed as ‘Local Governing Bodies’ in the Articles, to be known as Academy Governance Committees (AGCs).

- There will be an AGC for each Academy or where two/three Academies share an Executive Headteacher there may be one AGC across the relevant academies.
- Appointment of governors to AGCs has been delegated by the Directors to the Trust Governance Committee (*see RFO*) but Directors remain responsible for the removal of governors.
- For composition of AGCs and further details as to their operation - *see the [Terms of Reference for AGCs](#) and for AGC responsibilities *see RFO*.*
- The implementation and impact of functions delegated to the AGCs will be quality assured by the Trust’s Governance Committee.

## **9. Central Executive Team and Headteachers**

Various functions have been delegated by the Board to the Central Executive Team and to Headteachers and details can be found in the *RFO*.

## **APPENDIX**



KEY	
A = action	E = Evaluate
D = determine / agree	H2A = Hold to Account
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P = Propose	Rev = Review

## Peterborough Diocese Education Trust

### Roles and Functions Overview

<b>Members</b>	<b>Governance</b>	
	Carry out the duties and responsibilities of Members.	<b>A</b>
	Appoint/remove Members.	<b>A</b>
	Appoint/remove Directors.	<b>A</b>
	Review and amend the Articles of Association.	<b>Rev A</b>
	Ensure Members remain informed about the Trust business.	<b>A</b>
	Receive an annual report from the Directors and the CEO on the Trust's performance.	
	Issue directions to Directors by special resolution to take a specific action.	<b>A</b>
	<b>Finance</b>	
	Appoint external auditors.	<b>A</b>
	Receive accounts	
	<b>Contracts</b>	
	Approve any service contract for Directors.	<b>A</b>

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Directors	Governance	
	Carry out the duties and responsibilities of Directors / Trustees in line with: <ul style="list-style-type: none"> <li>• PDET's Articles (the Articles)</li> <li>• Charity law</li> <li>• The AFH</li> <li>• PDET's Code of Conduct for Directors.</li> <li>• The DfE Governance Handbook</li> </ul> and ensure robust governance.	<b>A</b>
	Establish, review and amend: <ul style="list-style-type: none"> <li>• the Trust's Governance structure</li> <li>• the Terms of Reference for the Board of Directors (the Board)</li> <li>• the Board Remit and Scheme of Delegation</li> <li>• Directors' Roles and Responsibilities</li> <li>• Code of Conduct for Directors</li> <li>• the Constitution and Terms of Reference for the Board Committees and Academy Governance Committees</li> <li>• this Roles and Functions Overview.</li> </ul>	<b>A Rev</b>
	Determine the Board's Reserved Matters ( <i>see Scheme of Delegation and the Articles</i> ).	<b>D</b>
	Determine the vision, mission and aims of the Trust.	<b>D</b>
	Determine the ethos and values of the Trust ensuring that the Trust's ethos promotes Christian and British values.	<b>D</b>
	Determine the strategic direction of the Trust and take a primary role in the leadership and governance of the Trust in accordance with the Trust's vision and mission.	<b>D A</b>
	Comply with the Trust's Charitable objects.	<b>A</b>
	Comply with PDET's Funding Agreement.	<b>A</b>
	Follow the requirements of the DfE Governance Handbook.	<b>A</b>
	Oversight of the Trust's financial sustainability and its ability to operate as a going concern.	<b>M</b>

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	Ensure regularity and propriety in the use of the Trust's funds and achieve economy, efficiency and efficacy.	<b>A</b>
	Determine and monitor the Trust-wide Improvement Plan.	<b>D</b> <b>M</b>
	Monitor the Academies strategic direction through the Ethos Standards and Effectiveness Committee (ESE).	<b>M</b>
	Recommend Directors to Members for appointment and appoint co-opted Directors ( <i>Members appoint Directors except co-opted</i> ).	<b>R</b> <b>A</b>
	Determine succession plans for the Board.	<b>D</b>
	Appoint a Governance Committee (Trust Governance Committee (TGC)).	<b>A</b>
	Appoint a Clerk to the Board.	<b>A</b>
	Establish Academy Governance Committees (AGCs).	<b>A</b>
	Appoint governors to AGCs (acting through the TGC).	<b>A</b>
	Remove governors from AGCs.	<b>A</b>
	Determine any Trust Governance Intervention Strategy for AGCs.	<b>D</b>
	<b>Finance</b>	
	Appoint internal auditors on the recommendation of the Audit and Risk Committee (A&R).	<b>A</b>
	Sign off annual accounts and reports.	<b>A</b>
	Approve the financial scheme of delegation.	<b>A</b>
	Appoint the Business and Finance Committee (B&F).	<b>A</b>
	Ensure rigour and scrutiny in budget management.	<b>A</b>
	Approve an annual balanced budget for the Trust and any significant changes to that budget.	<b>A</b>
	Oversee and ensure effective financial performance (including ensuring financial plans are prepared and monitored) and that appropriate action is taken to maintain financial viability.	<b>M</b>

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Monitor, income, expenditure, cash flow and balance sheet of the Trust acting through B&F.	<b>M</b>
Ensure proper financial controls are in place.	<b>A</b>
Appoint an Accounting Officer and Chief Financial Officer (CFO).	<b>A</b>
Maintain an up to date register of relevant personal and business interests.	<b>A</b>
Determine the extent of the services provided to each Academy by the Trust and how the costs should be allocated, apportioned or otherwise funded.	<b>D</b>
Explain policy for holding reserves in annual report.	<b>A</b>
Ensure (taking advice from A&R) appropriate, reasonable and timely responses by the CET to findings by external auditors.	<b>A</b>
<b>Contracts</b>	
Set the delegated levels of authority for contracts.	<b>D</b>
Approve contracts with a value above £25,000.	<b>D</b>
Ensure all contracts are compliant with the provisions of the AFH.	<b>A</b>
Ensure requirements for managing related party transactions are applied across the Trust.	<b>A</b>
Approve in principle contracts which constitute related party transactions prior to submission to the ESFA (if appropriate) for approval.	<b>D</b>
<b>Curriculum and Standards</b>	
Appoint an Ethos, Standards and Effectiveness Committee (ESE).	<b>A</b>
Determine Trust-wide curriculum principles.	<b>D</b>
Determine the principles of high quality teaching.	<b>D</b>
Receive a Termly report from the Central Executive Team (CET) in order to monitor standards (including attendance).	<b>M</b>
Hold the CET to account for the educational performance of the Trust and its pupils.	<b>H2A</b>

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	Monitor Trust-wide performance in relation to the development of the whole child (including pupil outcomes) in order to evaluate the impact of the Trust in terms of academy improvement.	<b>M</b> <b>E</b>
	<b>SEND</b>	
	Appoint a Designated Director for SEND.	<b>A</b>
	<b>Mental Health and Wellbeing</b>	
	Appoint a Director to champion mental health and wellbeing across the Trust.	<b>A</b>
	<b>Safeguarding</b>	
	Receive a Termly report from the CET on Safeguarding in order to monitor safeguarding across the Trust.	<b>M</b>
	Ensure compliance with Keeping Children Safe in Education 2020.	<b>A</b>
	Undertake safeguarding training, as appropriate.	<b>A</b>
	Support the promotion of a robust safeguarding culture throughout the Trust (including all the Academies within it).	<b>A</b>
	Appoint a Designated Director for Safeguarding.	<b>A</b>
	<b>Behaviour</b>	
	Determine Trust-wide behaviour principles (acting through ESE).	<b>D</b>
	Determine a Trust Exclusion Policy (acting through ESE).	<b>D</b>
	Monitor and review inclusion and the use of exclusions across the Trust.	<b>M</b> <b>Rev</b>
	<b>Other Pupil-Related Matters</b>	
	Appoint a Designated Director for Pupil Premium.	<b>A</b>
	<b>Complaints</b>	
	Receive reports from A&R regarding the level and nature of complaints across the Trust in order to monitor the same.	<b>D</b>

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	<b>Parents and the community</b>	
	Monitor feedback from the TGC re: voice of the parent and voice of the Community.	<b>M</b>
	<b>Staffing</b>	
	Appoint a Pay and Personnel Committee (P&P).	<b>A</b>
	Define any overarching management structures across the Trust and budget for them.	<b>A</b>
	Ensure the Trust's approach to pay and benefits is transparent, proportionate and justifiable.	<b>A</b>
	Ensure decisions about levels of executive pay follow a robust evidence-based process and are a reasonable and defensible reflection of the individual's role and responsibilities.	<b>A</b>
	Appoint, suspend and dismiss the CEO.	<b>A</b>
	Conduct the performance management review of the CEO.	<b>A</b>
	Hold the CET to account for the performance management of staff.	<b>H2A</b>
	Appoint, suspend and dismiss members of the CET (excluding the CEO) (in consultation with the CEO).	<b>A</b>
	Appoint, suspend and dismiss the EHTs and HTs (acting through the CEO).	<b>A</b>
	Approve applications for early retirement in respect of the CEO and CET.	<b>A</b>
	Approve the termination of contracts involving any form of financial settlement in respect of the CEO and CET and in respect of EHTs/HTs, approve them acting through P&P.	<b>A</b>
	Determine the Trust's whistleblowing procedures (acting through P&P). and publish on the Trust's website.	<b>D</b> <b>A</b>
	<b>Information Management and Communication</b>	
	Appoint (acting through the CEO) a Data Protection Officer for the Trust.	<b>A</b>
	<b>Health and Safety and Premises</b>	
	Approve insurance arrangements (acting through B&F).	<b>A</b>
	Determine a buildings strategy and asset management planning arrangements.	<b>D</b>
	<b>Risk</b>	

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	Appoint an audit and risk committee (A&R).	<b>A</b>
	Maintain an oversight of risk, review risk management and maintain a risk register.	<b>Rev A</b>
	Receive a report on a Termly basis from the CEO on risk across the Trust.	
	<b>Policies</b>	
	Determine Trust policies (other than where responsibility to determine has been delegated to one of the Board's Committees). In particular, determine the following policies: <ul style="list-style-type: none"> <li>• Health and Safety</li> <li>• Safeguarding/Child Protection</li> </ul>	<b>D</b>

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***The Board Committees' role is largely to monitor (look at reports, papers, data etc.) and evaluate (make a judgement), questioning and challenging, as appropriate, and to do one or more of the following:***

- ***Propose an action***
- ***Report***
- ***Recommend.***

***The Committees do not hold the executive to account but support the Board in doing so.***

<b>Ethos, Standards and Effectiveness Committee (ESE)</b>	<b>Governance</b>	
	Monitor the Trust's Christian ethos.	<b>M</b>
	Monitor and evaluate the Academies Christian Distinctiveness.	<b>M E</b>
	Monitor the Academies promotion of Christian and British values.	<b>M</b>
	Monitor and evaluate the Academies strategic direction.	<b>M E</b>
	Monitor Trust and Academy level policies to ensure Christian distinctiveness and inclusion.	<b>M</b>
	Monitor risk management in relation to matters relevant to ESE.	<b>M</b>
	<b>Curriculum and Standards</b>	
	Monitor and evaluate pupil performance and impact in all the Academies, particularly where there is cause for concern.	<b>M E</b>
	Monitor the intent, implementation and impact of the curriculum in individual Academies.	<b>M</b>
	Monitor the Trust's remote learning provision.	<b>M</b>
	Monitor and evaluate the SIAMS provision related to the 7 strands in the individual Academies.	<b>M E</b>
	Determine on behalf of the Board a Trust-wide policy on religious education and collective worship.	<b>D</b>
	Determine on behalf of the Board a Trust Relationships Sex and Health Education Policy.	<b>D</b>

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	<b>SEND</b>	
	Determine on behalf of the Board a Trust-wide SEND policy, Accessibility policy and SEN report.	<b>D</b>
	Monitor the SEND provision across the Trust and its impact and the SEND Policy's impact on pupil performance.	<b>M</b>
	<b>Safeguarding</b>	
	Monitor the Trust's safeguarding provision and its impact.	<b>M</b>
	Monitor the Academies' safeguarding provision (including Prevent Duty).	<b>M</b>
	Determine on behalf of the Board Trust-wide safeguarding/child protection and Prevent policies	<b>D</b>
	<b>Behaviour</b>	
	Determine on behalf of the Board Trust-wide behaviour principles.	<b>D</b>
	Determine on behalf of the Board an Exclusion Policy.	<b>D</b>
	Monitor inclusion and the overall pattern and use of exclusions within the Trust and individual Academies.	<b>M</b>
	<b>Other Pupil-Related Matters</b>	
	Monitor and review pupil attendance across the Trust and in individual Academies.	<b>M Rev</b>
	Pupil Premium and Pupil Premium Plus—monitor the use of Pupil Premium and Pupil Premium Plus and its impact across the Trust and individual Academies.	<b>M</b>
	<b>Risk</b>	
	Monitor risk management in relation to matters relevant to ESE and report to A&R.	<b>M A</b>

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Policies		
	<p>Determine on behalf of the Board the following policies:</p> <ul style="list-style-type: none"> <li>• Assessment</li> <li>• Attendance</li> <li>• Behaviour (including anti-bullying)</li> <li>• British Values and the Prevention of Radicalisation and Extremism</li> <li>• Children with Health Needs who Cannot Attend School</li> <li>• Designated Teacher for Looked-after and Previously Looked-after Children</li> <li>• Equality Information and Objectives Statement</li> <li>• Exclusions</li> <li>• EYFS</li> <li>• Flexi-Schooling</li> <li>• Newly Qualified Teachers</li> <li>• Pastoral care</li> <li>• Physical Intervention and Positive Handling</li> <li>• Relationships Sex and Health Education</li> <li>• Religious Education and Collective Worship</li> <li>• Remote Learning</li> <li>• SEND, Accessibility and SEN report</li> <li>• Supporting Pupils with Medical Conditions</li> </ul>	<b>D</b>
	Recommend to the Board a Safeguarding / Child Protection Policy	<b>R</b>

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<b>Trust Governance Committee (TGC)</b>	<b>Governance</b>	
	Recommend:	<b>R</b>
	<ul style="list-style-type: none"> <li>• a Trust Governance structure</li> <li>• Terms of Reference for the Board of Directors</li> <li>• Board Remit and Scheme of Delegation</li> <li>• Directors' Roles and Responsibilities</li> <li>• Constitution and Terms of Reference for the Board Committees and AGCs</li> <li>• this Roles and Functions Overview.</li> </ul>	
	Propose suitable potential Directors to the Board.	<b>P</b>
	Propose succession plans for the Board.	<b>P</b>
	Propose a Clerk for the Board.	<b>P</b>
	Approve governor applications and appoint governors to AGCs.	<b>A</b>
	Recommend removal of governors.	<b>R</b>
	Monitor the performance of AGCs, including through monitoring AGCs' self-evaluation and skills audits.	<b>M</b>
	Monitor outcomes of external governance reviews.	<b>M</b>
	Hold AGCs to account.	<b>H2A</b>
	Recommend and monitor the impact of any Trust AGC Intervention Strategy.	<b>R</b> <b>M</b>
	Identify and secure the induction and other on-going training and development needs of Directors.	<b>A</b>
	Train/facilitate training of governors.	<b>A</b>
	<b>Admissions</b>	
	Determine on behalf of the Board a Trust-wide admission policy.	<b>D</b>
Determine the admission policies and arrangements for the Academies.	<b>D</b>	
<b>Risk</b>		
Monitor risk management in relation to matters relevant to the TGC and report to A&R.	<b>M</b>	

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<b>Business &amp; Finance Committee (B&amp;F)</b>	<b>Finance</b>	
	Propose and recommend the Trust's Annual Report and Accounts in relation to the financial aspects. (Risk element – A&R).	P R
	Recommend the financial scheme of delegation.	R
	Maintain financial scrutiny and oversight on behalf of the Board.	A M
	Recommend the annual balanced budget for the Trust and recommend any significant changes to that budget.	P R
	Monitor income, expenditure, cash flow and balance sheet of the Trust and variances.	M
	Support the Board in maintaining the Trust as a going concern.	A
	Recommend a delegated budget for each Academy.	R
	Approve draft budgets and reforecasts for the Academies.	A
	Monitor financial controls to ascertain that proper controls are in place.	M
	Monitor compliance across the Trust with the financial and accounting requirements detailed within the Funding Agreements, PDET's Financial Regulations Manual and the AFH.	M
	Recommend the extent of services provided to each Academy by the Trust and how the costs should be allocated, apportioned or retained.	R
	<b>Contracts</b>	
	Recommend the delegated levels of authority for contracts.	R
	Recommend contracts with a value above £25,000.	R
	Review and recommend any contracts which constitute related party transactions.	Rev R
<b>Information Management and Communication</b>		
Monitor practice and procedures in relation to data protection to ascertain compliance with data protection legislation and requirements.	M	

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	Monitor the Trust's website and ensure it contains the necessary statutory information.	<b>M</b>
	<b>Estate/Premises</b>	
	Recommend a buildings strategy and asset management planning arrangements to the Board.	<b>R</b>
	Recommend insurance arrangements to the Board.	<b>R</b>
	<b>Risk</b>	
	Monitor risk management in relation to matters relevant to B&F and report to A&R.	<b>M</b>
	<b>Policies</b>	
	<p>Determine on behalf of the Board the following policies:</p> <ul style="list-style-type: none"> <li>• Acceptance of gifts, hospitality, awards, prizes or benefits</li> <li>• Accounting</li> <li>• Any other policies required by the AFH</li> <li>• Appropriate Policy Document (for processing of special category data)</li> <li>• Charging and Remissions</li> <li>• Conflicts of Interest (incorporating requirements as to declarations of personal and business interests)</li> <li>• Credit Card</li> <li>• Data Protection and Freedom of Information</li> <li>• Debt Recovery</li> <li>• Governors' Allowances • Investment</li> <li>• IT and IT related policies and procedures (including Acceptable Use Policy and BYOD)</li> <li>• Lettings</li> <li>• Premises Management</li> <li>• Purchasing and Competitive Tendering</li> <li>• Records Retention</li> <li>• Travel and Subsistence</li> </ul>	<b>D</b>

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<b>Audit and Risk Committee (A&amp;R)</b>	<b>Internal scrutiny</b>	
	Recommend internal auditors.	<b>R</b>
	Direct the Trust's programme of internal scrutiny	<b>A</b>
	Ensure risks are being addressed appropriately through internal scrutiny.	<b>A</b>
	Agree a programme of work annually to deliver internal scrutiny that provides coverage across the year.	<b>D</b>
	Review the ratings and responses on the risk register to inform the programme of work, ensuring checks are modified as appropriate each year.	<b>Rev</b>
	Agree who will perform the work.	<b>D</b>
	Consider reports at each meeting from those carrying out the programme of work.	<b>A</b>
	Consider progress in addressing recommendations.	<b>A</b>
	Consider outputs from other assurance activities by third parties including ESFA financial management and governance reviews, funding audits and investigations.	<b>A</b>
	Consider the quality of the external auditor as well as those carrying out internal scrutiny.	<b>A</b>
	Oversight of the financial and non-financial controls and risks at the Academies, including ensuring that information submitted to DfE and ESFA that affects funding, including pupil number returns and funding claims (for both revenue and capital grants) completed by the Trust and the Academies, is accurate and in compliance with funding criteria.	<b>M A</b>
	Report to the Board on the adequacy of the Trust's internal control framework, including financial and non-financial controls and management of risks.	<b>A</b>
	<b>External audit</b>	
	Advise the Board on ensuring there is an appropriate, reasonable and timely response by the CET to findings by external auditors, taking opportunities to strengthen systems of financial management and control.	<b>A</b>
Review the external auditor's plan each year.	<b>Rev</b>	
Review the annual report and accounts.	<b>Rev</b>	

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	Review the auditor's findings and actions taken by the CET in response to those findings.	<b>Rev</b>
	Assess the effectiveness and resources of the external auditor to provide a basis for decisions by the Members about the auditor's reappointment or dismissal or retendering.	<b>A</b>
	Produce an annual report of the committee's conclusions to advise the Board and Members, including recommendations on the reappointment or dismissal or retendering of the external auditor, and their remuneration.	<b>A R</b>
	<b>Risk</b>	
	Monitor complaints across the Trust.	<b>M</b>
	Monitor Health and Safety compliance across the Trust	<b>M</b>
	Monitor risk and mitigation associated with COVID 19 / pandemic	<b>M</b>
	<b>Policies</b>	
	Determine on behalf of the Board the following policies: <ul style="list-style-type: none"> <li>• Complaints</li> <li>• Critical Incident</li> <li>• Risk Assessment</li> </ul>	<b>D</b>
	Recommend to the Board a Health & Safety Policy (including first aid)	<b>R</b>

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<b>Pay and Personnel</b>	<b>Staffing</b>	
	Recommend any overarching management structures across the Trust and the budget for them.	<b>R</b>
	Determine on behalf of the Board the Trust pay strategy.	<b>D</b>
	Approve increases in pay for Senior Leaders (including EHTs HTs and HOS) in the Academies.	<b>A</b>
	Approve staff being moved to the upper pay scale.	<b>A</b>
	Monitor compliance with national and local changes to pay and terms and conditions.	<b>M</b>
	Determine, on recommendation from the CET, job descriptions for staff within the Trust.	<b>D</b>
	Determine, on recommendation from the CET, performance management processes and awards.	<b>D</b>
	Approve the termination of contracts involving any form of financial settlement.	<b>A</b>
	Monitor to ensure a consistent approach in terms of HR and the treatment of employees across the Trust.	<b>M</b>
	Seek approval of B&F in relation to any decisions that have direct financial consequences and/or budget implications.	<b>A</b>
	<b>Risk</b>	
	Monitor on behalf of the Board employment law risks and report on the same to A&R.	<b>M</b>
	Monitor risk management in relation to any other matters relevant to P&P and report to A&R.	<b>M</b>
<b>Policies</b>		

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	<p>Determine on behalf of the Board the following policies:</p> <ul style="list-style-type: none"> <li>• Capability</li> <li>• HR (including HR procedures)</li> <li>• LGPS Discretionary Policy</li> <li>• Pay</li> <li>• Staff Code of Conduct</li> <li>• Staff Discipline</li> <li>• Staff Grievance</li> <li>• Whistleblowing</li> </ul>	<b>D</b>
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<b>Central Executive Team (CET)</b>	<b>Governance</b>	
	Propose to the TGC Trust governance structures.	<b>P</b>
	Implement the Trust's governance structures.	<b>A</b>
	Propose to the TGC; Directors' Roles and Responsibilities, Terms of Reference, Board Remit and Scheme of Delegation for the Board.	<b>P</b>
	Propose to the TGC the constitution and Terms of Reference for Board Committees and AGCs.	<b>P</b>
	Propose to the TGC this Roles and Functions overview.	<b>P</b>
	Monitor implementation of the Scheme of Delegation from the Board to AGCs.	<b>M</b>
	Monitor the performance of AGCs and keep the TGC informed.	<b>M</b>
	Monitor outcomes of any skills audits and AGC self-evaluation.	<b>M</b>
	Arrange for/undertake governance reviews of AGCs, if required, and report on outcomes to the TGC.	<b>A</b> <b>M</b>
	Propose to the TGC a Governance Intervention Strategy, if required.	<b>P</b>
	Propose to the TGC governors for appointment to/removal from AGCs.	<b>P</b>
	Keep Academies apprised of the Trust's vision and monitor their visions to ensure they reflect this.	<b>A</b>
	Implement the Trust's strategy and take a leading role in the leadership of the Trust.	<b>A</b>
	Hold the Academies to account for their strategic direction.	<b>H2A</b>
	Train/facilitate the training of governors and Directors and prepare guidance and model documents for AGCs.	<b>A</b>
	<b>Finance</b>	
Propose the Trust's annual report and accounts.	<b>P</b>	
Propose a financial scheme of delegation.	<b>P</b>	
Propose an annual budget for the Trust and any significant changes to that budget.	<b>P</b>	

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Monitor income, expenditure, cash flow and balance sheet of the Trust.	<b>M</b>
Propose a delegated budget for each Academy.	<b>P</b>
Present draft budgets and reforecasts for the Academies.	<b>A</b>
Submit the final budgets to the ESFA.	<b>A</b>
Implement proper and appropriate financial controls across the Trust.	<b>A</b>
Liaise with the Academies in relation to maintenance of proper and appropriate accounting records.	<b>A</b>
Hold Academies to account for their finances and for compliance with the financial and accounting requirements detailed within the Funding Agreements, the AFH and PDET's Financial Regulations Manual.	<b>H2A</b>
Propose the extent of the services to be provided to each Academy by the Trust and how the costs should be allocated, apportioned or retained.	<b>P</b>
<b>Contracts</b>	
Propose the delegated levels of authority for contracts.	<b>P</b>
Propose contracts with a value above £25,000.	<b>P</b>
Be involved in the tendering process for contracts of £10,000 and above.	<b>A</b>
Propose contracts which constitute related party transactions.	<b>P</b>
<b>Curriculum and Standards</b>	
Propose Trust-wide curriculum principles.	<b>P</b>
Propose the principles of high quality teaching.	<b>P</b>
Implement a Trust-wide remote learning provision.	<b>A</b>
Hold Academies to account for the intent, implementation and impact of the curriculum.	<b>H2A</b>
Hold Academies to account for standards and provide a Termly report on standards (including attendance and exclusions) across the Trust to ESE and Directors.	<b>H2A</b>
Hold Academies to account for pupil performance (including in relation to identified groups).	<b>H2A</b>

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	Provide data and information on a Termly basis in relation to pupil performance (including in relation to identified groups) to ESE and Directors.	<b>A</b>
	<b>SEND</b>	
	Propose a SEN information report.	<b>P</b>
	<b>Safeguarding</b>	
	Arrange safeguarding audits/reviews of Academies.	<b>A</b>
	Report Termly to the Board and the ESE on safeguarding across the Trust.	<b>A</b>
	Promote a robust safeguarding culture throughout the Trust.	<b>A</b>
	<b>Behaviour</b>	
	Liaise with the Academies regarding inclusion and exclusions; approve any permanent and fixed term exclusions, monitor inclusion and exclusions generally and report to the Board and ESE in relation to the same.	<b>A</b> <b>M</b>
	<b>Admissions</b>	
	Advise and assist the Academies in relation to all admission issues and appeals.	<b>A</b>
	Recommend individual Academies admission arrangements to the TGC.	<b>R</b>
	<b>Other Pupil-Related Matters</b>	
	Monitor and review pupil attendance across the Trust and in individual Academies and report on the same to ESE.	<b>M</b> <b>REV</b>
	Pupil Premium and Pupil Premium Plus– monitor the use of Pupil Premium and Pupil Premium Plus and its impact across the Trust and individual Academies and report on the same to ESE and to Directors.	<b>M</b> <b>A</b>
	<b>Complaints</b>	
	Assist Academies in handling complaints.	<b>A</b>
	Provide an overview on complaints across the Trust to the Board and A&R.	<b>A</b>
	<b>Staffing</b>	

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	Propose any overarching management structures across the Trust and the budget for them.	P
	Determine pay scales for EHTs, HTs and HOS.	D
	Recommend to P&P pay increases for Senior Leaders in the academies (including EHTs, HTs and HOS).	R
	Recommend to P&P staff in the Academies being moved to the upper pay scale.	R
	Appoint, suspend and dismiss EHTs, HTs and HOS.	A
	Propose the termination of contracts involving any form of financial settlement.	P
	Undertake the performance management of EHTs, HTs and HOS, where appropriate, and monitor the performance management process of other staff in the Academies.	A
	<b>Information Management and Communication</b>	
	Hold Academies to account for the implementation of data protection policies and procedures.	H2A
	Arrange for GDPR audits.	A
	Report matters to the DPO	A
	Provide advice and assistance to Academies in relation to data protection matters.	A
	Respond to FOI requests.	A
	Liaise with the DPO in relation to SARs and data breaches.	A
	Arrange reports from the DPO to the Board via the B&F on data breaches and recommended actions.	A
	<b>Estates/Premises</b>	
	Propose, implement and maintain a buildings strategy and asset management plan for the Trust.	P A
	Propose insurance arrangements.	P
	<b>Health and Safety</b>	
	Monitor health & safety across the Trust and report to A&R on health & safety	M
	<b>Risk</b>	
	Manage risk across the Trust	A

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	Maintain a Trust risk register and ensure individual Academies maintain their own risk registers.	<b>A</b>
	Report to the Board on risk on a Termly basis and report to A&R.	<b>A</b>
	<b>Policies</b>	

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	<p>Propose to the relevant Committee. / the Board, as appropriate, the following Policies:</p> <ul style="list-style-type: none"> <li>• Acceptance of gifts, hospitality, awards, prizes or benefits</li> <li>• Accounting</li> <li>• Admissions</li> <li>• Any other policies required by the AFH</li> <li>• Appropriate Policy Document (for processing of special category data)</li> <li>• Assessment</li> <li>• Attendance</li> <li>• Behaviour (including anti-bullying)</li> <li>• British Values and the Prevention of Radicalisation and Extremism</li> <li>• Capability</li> <li>• Charging and Remissions</li> <li>• Children with Health Needs who Cannot Attend School</li> <li>• Complaints</li> <li>• Conflicts of Interest (incorporating requirements as to declarations of personal and business interests)</li> <li>• Credit Card</li> <li>• Critical Incident</li> <li>• Data Protection and Freedom of Information</li> <li>• Debt Recovery</li> <li>• Designated Teacher for Looked-after and Previously Looked-after Children</li> <li>• Equality Information and Objectives Statement</li> <li>• Exclusions</li> <li>• EYFS</li> <li>• Flexi-Schooling</li> <li>• Governors' Allowances</li> <li>• Health and Safety</li> <li>• HR (including HR procedures)</li> <li>• Investment</li> <li>• IT and IT related policies and procedures (including Acceptable Use Policy and BYOD)</li> </ul>	<b>P</b>
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	<ul style="list-style-type: none"> <li>• Lettings</li> <li>• LGPS Discretionary Policy</li> <li>• Newly Qualified Teachers</li> <li>• Pastoral care</li> <li>• Pay</li> <li>• Physical Intervention and Positive Handling</li> <li>• Premises Management</li> <li>• Purchasing and Competitive Tendering</li> <li>• Records Retention</li> <li>• Relationships Sex and Health Education</li> <li>• Religious Education and Collective Worship</li> <li>• Remote Learning</li> <li>• Risk Assessment</li> <li>• Safeguarding/Child Protection</li> <li>• SEND, Accessibility and SEN report</li> <li>• Staff Code of Conduct</li> <li>• Staff Discipline</li> <li>• Staff Grievance</li> <li>• Supporting Pupils with Medical Conditions</li> <li>• Travel and Subsistence</li> <li>• Whistleblowing</li> </ul>	
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<b>Academy Governance Committees (AGCs)</b>	<b>Governance</b>	
	Propose to the CET, governors for appointment/re-appointment.	<b>P</b>
	Propose to the CET, removal of governors.	<b>P</b>
	Undertake necessary and appropriate training.	<b>A</b>
	Monitor and support the Academy in pursuance of the Trust's vision.	<b>M</b>
	Agree the vision and values for the Academy, in partnership with the Academy community.	<b>D</b>
	Monitor and support the Academy in living out its individual vision and values.	<b>M</b>
	Monitor the application of <i>Trust policies</i> .	<b>M</b>
	Review (in partnership with the Headteacher) <i>Trust Tailored Policies</i> and monitor their application.	<b>Rev M</b>
	Review (in partnership with the Headteacher) <i>Academy Policies</i> and subsequently adopt and monitor their application.	<b>Rev M</b>
	Monitor the Academy's website and information on GIAS.	<b>M</b>
	Report on an annual basis to the TGC on the performance of the AGC.	<b>A</b>
	<b>Finance</b>	
	Maintain a register of relevant personal and business interests.	<b>A</b>
	<b>Curriculum and Standards</b>	
	Monitor how the Academy fosters confidence, delight and discipline in seeking wisdom, knowledge, truth, understanding, know-how and the skills needed to shape life well.	<b>M</b>
Monitor the broader educational experience to see that it embraces the relevant parts of the Education Inspection Framework, e.g. enrichment and cultural capital, the Trust's vision and the Academy's vision and values.	<b>M</b>	
Monitor implementation of the requirements of the SIAMS Schedule.	<b>M</b>	
Monitor application of the Collective Worship Policy.	<b>M</b>	

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	Monitor the implementation of the RE Policy.	<b>M</b>
	Monitor the implementation of the Relationships Sex and Health Education Policy.	<b>M</b>
	Establish, maintain and develop a relationship with the local Church.	<b>A</b>
	Monitor the application of the Academy's Equalities Statement.	<b>M</b>
	<b>SEND</b>	
	Monitor the Academy's compliance with and application of: the SEND Code of Practice; the SEND Policy; the Accessibility Policy; and the Supporting Pupils with Medical Conditions Policy.	<b>M</b>
	Support the Academy in producing and publishing the SEN Information Report.	<b>A</b>
	Monitor the Academy's SEND provision for pupils and provision for any staff with disabilities.	<b>M</b>
	<b>Safeguarding</b>	
	Monitor the application of the Safeguarding Policy, British Values and the Prevention of Radicalisation and Extremism Policy (and other policies relating to safeguarding) and how the Academy implements the provisions of Keeping Children Safe in Education 2020.	<b>M</b>
	Monitor implementation of safeguarding action plans.	<b>M</b>
	Support the promotion of a robust safeguarding culture in the Academy and the implementation of Safer Recruitment practices in relation to recruiting staff and governors.	<b>A</b>
	<b>Behaviour</b>	
	Monitor how the Academy opens up horizons of hope and aspiration and guides pupils into ways of fulfilling them.	<b>M</b>
	Monitor how the Academy respects the value of each person, including a focus on pupils with SEND and disadvantaged pupils.	<b>M</b>
	Monitor relationships within the Academy itself and with the wider community (including the rest of the Trust).	<b>M</b>
	Review, in partnership with the Headteacher, the behaviour policy and anti-bullying policy and subsequently adopt and monitor their application.	<b>A M</b>

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Monitor behaviour generally in the Academy.	<b>M</b>
Monitor pupil attendance, absences and exclusions.	<b>M</b>
Monitor application of the Trust's Attendance Policy and the Trust's Exclusions Policy.	<b>M</b>
Support the Academy by providing a panel for exclusions.	<b>A</b>
<b>Admissions</b>	
Monitor the application of the Admission Policy.	<b>M</b>
Propose changes to the Academy's admission arrangements in line with the Trust's Admission Policy.	<b>P</b>
Undertake consultation on any proposed changes to the Academy's admission arrangements.	<b>A</b>
Monitor publication of admission arrangements.	<b>M</b>
Determine admissions and rank applicants.	<b>D</b>
Arrange appeals using the Diocesan appeals service.	<b>A</b>
<b>Other Pupil-Related Matters</b>	
Monitor the Academy's provision for disadvantaged children (including Pupil Premium and Pupil Premium plus, Looked After and previously Looked After Children).	<b>M</b>
Monitor the Academy's use of the Sports Premium and its impact.	<b>M</b>
Monitor the wellbeing of pupils, particularly in relation to mental health.	<b>M</b>
<b>Complaints</b>	
Monitor the application of the Trust's Complaints Policy.	<b>M</b>
Support the Academy by undertaking investigations and providing an appeal panel in line with the Complaints Policy.	<b>A</b>
Support the Academy in reconciliation, where appropriate.	<b>A</b>
<b>Parents/Carers and the community</b>	

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	Monitor the Academy 'living out' its vision and values in relation to pupils and parents/carers experience and, in particular, in relation to the following groups – SEND; Disadvantaged (including Pupil Premium and Pupil Premium plus, Looked After and previously Looked After children); and pupils with medical needs.	<b>M</b>
	Establish, develop and maintain a relationship with the local community and parents/carers.	<b>A</b>
	Monitor the Academy's links/relationship with other academies in the Trust and other academies/schools in their cluster.	<b>M</b>
	<b>Staffing</b>	
	Support the Academy leadership and CET in relation to recruitment.	<b>A</b>
	Support the Headteacher, as a critical friend (Chair's role in particular).	<b>A</b>
	Monitor the wellbeing of staff, particularly in relation to mental health.	<b>M</b>
	<b>Information Management and Communication</b>	
	Monitor the application of the Trust's suite of GDPR policies.	<b>M</b>
	Monitor the implementation of GDPR action plans.	<b>M</b>
	<b>Health and Safety and Premises</b>	
	Monitor the application of the Trust's Health and Safety Policy.	<b>M</b>
	Monitor the health and safety and security of the Academy site (including the premises and equipment).	<b>M</b>
	Monitor that the Academy premises are maintained in good repair and any actions from site condition surveys are being implemented.	<b>M</b>
	Monitor that reasonable adjustments are in place for the disabled (Accessibility planning).	<b>M</b>
	<b>Risk</b>	
	Monitor that appropriate risk assessments are being carried out and actions highlighted are implemented.	<b>M</b>
	Prepare and regularly review the Academy Risk Register.	<b>A</b>
	Submit the Academy Risk Register annually to A&R with an assessment based against the criteria.	<b>A</b>

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<b>Headteachers</b>	<b>Governance</b>	
	Support and work with the AGC in fulfilling its role.	<b>A</b>
	Ensure the Academy pursues the Trust's vision.	<b>A</b>
	Propose, working with the AGC, a vision and values for the Academy and subsequently, in partnership with the Academy community, agree a vision and values for the Academy.	<b>P</b> <b>D</b>
	Lead the Academy in living out its individual vision and values.	<b>A</b>
	Implement <i>Trust policies</i> in the Academy.	<b>A</b>
	Keep the Academy's website and the information about the Academy on GIAS, compliant and up to date.	<b>A</b>
	<b>Finance</b>	
	Submit a draft budget for the Academy to the CET, when required.	<b>A</b>
	Ensure that the Academy maintains proper and appropriate accounting records.	<b>A</b>
	Comply with the financial and accounting requirements detailed within the Funding Agreements, the AFH and PDET's Financial Regulations Manual.	<b>A</b>
	<b>Contracts</b>	
	Procure all contracts in accordance with the Trust's Purchase and Competitive Tendering Policy and submit the same to the CET for signature.	<b>A</b>
	<b>Curriculum and Standards</b>	
	Drive improvements in standards (including attendance) and pupil performance (including in relation to identified groups) at the Academy and be accountable to the CET for the same.	<b>A</b>
	Implement the Trust-wide principles in relation to the curriculum and high quality teaching	<b>A</b>
Prepare, on an annual basis, an Academy Improvement Plan (AIP) incorporating Trust wide improvement areas, as indicated by the CET, in addition to Academy specific areas for approval by the Academy Improvement Officer.	<b>A</b>	

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	Provide a termly report to the AGC on standards (including attendance) and pupil performance (including identified groups) at the Academy.	<b>A</b>
	Provide data and information to the CET via Group Call.	<b>A</b>
	Foster, confidence, delight and discipline in seeking wisdom, knowledge, truth, understanding, know-how and the skills needed to shape life well for all pupils in the Academy.	<b>A</b>
	Ensure the educational experience for all pupils embraces the relevant parts of the Education Inspection Framework, e.g. enrichment and cultural capital, the Trust's vision and the Academy's vision and values.	<b>A</b>
	Implement the requirements of the 7 strands of the SIAMS Schedule	<b>A</b>
	Ensure Collective Worship is carried out in accordance with the Collective Worship Policy.	<b>A</b>
	Implement the RE Policy.	<b>A</b>
	Establish, maintain and develop a relationship with the local Church in partnership with the AGC.	<b>A</b>
	Implement the Academy's Equalities Statement.	<b>A</b>
	<b>SEND</b>	
	Implement the provisions of, and ensure compliance with; the SEND Code of Practice; the SEND Policy; the Accessibility Plan; and the Supporting Pupils with Medical Conditions Policy.	<b>A</b>
	Produce and publish the SEN Information Report.	<b>A</b>
	Ensure a high quality provision for SEND pupils and staff with disabilities.	<b>A</b>
	<b>Safeguarding</b>	
	Implement the provisions of, and ensure compliance with; the Safeguarding Policy, British Values and the Prevention of Radicalisation and Extremism Policy (and other policies relating to safeguarding) and Keeping Children Safe in Education 2020.	<b>A</b>
	Prepare and implement safeguarding action plans.	<b>A</b>
	Promote a robust safeguarding culture in the Academy and implement Safer Recruitment practices in relation to recruiting staff and governors.	<b>A</b>
	<b>Behaviour</b>	

KEY	
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D = determine / agree	H2A = Hold to Account
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Promote an inclusive culture at the Academy	<b>A</b>
Implement the Trust-wide behaviour principles.	
Propose fixed term exclusions, if required, to the CET for approval.	<b>P</b>
Seek support, guidance and approval from the CET in considering any permanent exclusions.	<b>A</b>
<b>Admissions</b>	
Annually propose, in partnership with the AGC, admission arrangements for the Academy based on the Trustwide Admission Policy.	<b>P</b>
Undertake consultation, in partnership with the AGC, in relation to any proposed changes to the Admission Policy.	<b>A</b>
Liaise with the local authority in relation to admissions (but all admissions decisions to be made by the AGC).	<b>A</b>
Prepare and present a Statement of Case for the Academy in relation to any appeals.	<b>A</b>
<b>Other Pupil-Related Matters</b>	
Improve pupil attendance at the Academy.	<b>A</b>
Ensure Pupil Premium and Pupil Premium Plus monies are effectively spent to improve outcomes for these pupils.	<b>A</b>
<b>Complaints</b>	
Endeavour to settle any possible/actual complaints before reaching the formal stage.	<b>A</b>
Provide to the AGC, on a termly basis, an overview of complaints received by the Academy and their status.	<b>A</b>
<b>Staffing</b>	
Propose a staffing structure for the Academy and present it to the CET for approval.	<b>P</b>
Notify vacancies and recruit and appoint staff, in accordance with the Trust's HR Policies and Safeguarding Policy (in particular the Safer Recruitment provisions), the agreed staffing structure for the Academy and the CET's recruitment procedures.	<b>A</b>

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	Implement the Trust's pay strategy.	<b>A</b>
	Agree pay revisions for all staff (except for Senior Leaders and any staff being moved to the upper pay scale), as appropriate, in accordance with the Trust's Pay Policy.	<b>A</b>
	Propose to the CET pay increases for HOS.	<b>P</b>
	Propose to the CET, following an appropriate staff application, movement to the upper pay scale.	<b>P</b>
	Suspend and dismiss staff (other than the HOS) in accordance with the Trust's HR Policies and working in conjunction with the Trust's HR Manager.	<b>A</b>
	Propose to the CET the termination of contracts involving any form of financial settlement.	<b>P</b>
	Implement redundancies, where necessary, in accordance with the Trust's Redundancy Policy and working in conjunction with the Trust's HR Manager.	<b>A</b>
	Undertake the performance management of all staff apart from the HOS, if appropriate.	<b>A</b>
	<b>Information Management and Communications</b>	
	Implement the Trust's data protection policies and procedures.	<b>A</b>
	Implement actions from GDPR audits.	<b>A</b>
	Report potential and actual breaches to the DPO and liaise with the DPO in connection with the same.	<b>A</b>
	Inform the DPO of SARs and liaise with the DPO in relation to the same.	<b>A</b>
	<b>Health and Safety</b>	
	Ensure the health and safety and security of the Academy site (including the premises and equipment).	<b>A</b>
	Ensure that the Academy premises are maintained in good repair and any actions from site condition surveys are implemented.	<b>A</b>
	Ensure that reasonable adjustments are in place for the disabled (Accessibility planning).	<b>A</b>
	<b>Risk</b>	
	Minimise and manage risk at the Academy.	<b>A</b>
	Carry out appropriate risk assessments and implement the actions.	<b>A</b>

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	Prepare and regularly review an Academy risk register, in partnership with the AGC.	<b>A</b>
	<b>Policies</b>	
	<ul style="list-style-type: none"> <li>• Propose <i>Trust Tailored Policies</i> to the AGC and review (in partnership with the AGC) such policies and subsequently implement them</li> <li>• Propose <i>Academy Policies</i> to the AGC and review (in partnership with the AGC) such policies and subsequently implement them</li> </ul>	<b>P</b> <b>A</b>