

KEY	
A	Approval
R	Recommend
C	Consult
M	Monitor
D	Deliver

Governance	Annual review of trustees' contributions/succession planning/skills audits			A	C		C	C	C										
Governance	Report annually on the effectiveness of governance (360 feedback from chairs of each LGB and headteachers, to be reported to members to enable their annual assessment of performance).			A	R		C	C	C	C									Based on annual visit, monitoring ov minutes, adherence to SoD, recruitment.
Governance	Complete the Trust Evaluation Form annually			C	A			D											Is this applicable to OCT?
Governance	Termly CEO report. Publish on GovernorHub				A														
Governance	Ensure school website complies with statutory requirements.						M							M					Check to be commissioned by central team
Governance	Ensure trust website complies with statutory requirements.				M		M												
Governance	To set up and maintain a register of trustee and member pecuniary and business interests, including related parties						M												
Governance	To review and update annually the LGB register of pecuniary and business interests						M							M					Delivered by clerk to LGB.
Governance	Policy Gannt chart - which policies are required, who writes them, who approves them				A									C					
Governance	To consider whether or not an LGB has committees													A					Chosen structure to be monitored annually by CEO.
Governance	Appointment of School Improvement Board and removal of LGB				A														
Governance	Emergency actions - local (e.g. permanent exclusion, urgent major financial pruchase)														C				
Governance	Emergency actions - central (e.g. suspension of head, reputational damage, urgent major financial purchase, urgent pay/appointment decisions)																		Agreement of all the the C-level roles is not necessary. Financial purchases in line with trust finance handbook.
	Education																		
Education	School Performance Targets							A						C					Targets to be devised by HIS and SLIS based upon whole school assessment results and trends. Targets to be presented to LGB and CEO for heads to produce report for LGBS and for CEO/LGBs to validate judgements. One trust-wide report prepared to be used.
Education	Termly Headteacher's Report							M						M					Headteachers ought to have the responsibility for undertaking the SEF work. The CEO should conduct QA work to ensure the SEF is accurate.
Education	School Self Evaluation Form (SEF)							A						R	C				The school improvement plan is a document which should be written by the Senior Staff in the school in consultation with the Governing board.
Education	School Improvement Plan (SIP)							A						R	C				
Education	Evaluate educational experience for pupils							M						M					
Education	Assessment to measure pupil progress													M					
Education	Improving the quality of teaching							M						M	M				This concerns the internal assessmnt processes that take place in each school (day to day assessments and non-statutory assessments) SEF. Headteachers to have overall responsibility for improving the quality of teaching in their school (action plan) to the LGB. The CEO and Pupil Premium Leads and Headteachers should devise a bespoke plan which meets the needs of children in school to maximise the funding given. SIL to provide support where needed.
Education	Pupil Premium, Sports Premium and other restricted grant funding – Report and Action Plan							M						M	M				Headteachers to report regularly on such provision to LGB and CEO outlining cost-benefits.
Education	Off-site provision for pupils													M					Headteachers to maintain records of children's movements between schools to demonstrate off-rollin does not occur.
Education	Off-rolling of pupils		M											M					Headteachers to maintain records of children's destinations
Education	Recording quality of destinations							M						M					

Education	To designate a a designated safeguarding lead																		
Education	To designate a 'responsible person' for looked after children																		
Education	Safeguarding provision, including the handling of bullying, discrimination and peer-on-peer abuse																		
	<b>Staff Policies and Pay</b>																		
Staff Policies and	Changes to Employee Terms and Conditions or Collective Agreements																		
Staff Policies and	Local staff performance pay award																		
Staff Policies and	Central team excluding CEO pay award																		
Staff Policies and	CEO pay award/setting of CEO pay for new appointments																		
Staff Policies and	Headteacher performance pay award																		
Staff Policies and	Allowances (Teaching and Learning Responsibility awards, SEND), setting of leadership pay scales, pay scales for new roles																		
Staff Policies and	Consideration and/or adoption of national pay and conditions																		
Staff Policies and	Review application of the Pay Policy and Performance Management process																		
	<b>Staff Management</b>																		
Staff Manager	CEO appointment																		
Staff Manager	CFO/COO and other executive-level appointment																		
Staff Manager	Executive Headteacher appointment																		
Staff Manager	Central team appointment (not executive-level)																		
Staff Manager	Headteacher appointment																		

Headteachers to deliver this, CEO to ensure it is happening and report to trustees.

CEO and Safeguarding governors to monitor the provision put in place by the Headteacher.

COO to seek HR advice if necessary

ATH Requirement: The Trust must assess whether the CFO and other holding key financial posts should have a business or accountancy qualification and hold membership of a relevant professional body, dependent on the risk, scale and complexity of financial operations.

The recommendation will come from the recruitment panel

Staff Manager	School appointments to leadership scale			A					C	C	C			C		R	C		The recommendation will come from the recruitment panel
Staff Manager	Appointments of new roles outside of approved budget			A					R	C	R			R		R			Chairs action for trustees if urgent. This is for roles rather than specific staff.
Staff Manager	School-level staff appointments within approved budget										C					A		C	SBM to check with COO that JD and salary scale is in line with other roles in the trust before advert goes live.
Staff Manager	To produce and maintain a central record of recruitment and vetting checks - for governors, trustees and volunteers									C	M/D	D				D			
Staff Manager	To audit and monitoring Single Central Record for staff employed by the Trust								M							D			
	Financial Governance and Management																		
Financial Governance	Trust Financial Procedures (including key policies and Trust Financial Handbook which includes delegated limits)			A				R	R	D				C					Consultation would be around delegated limits rather than procedure
Financial Governance	Procurement Strategy			A				R	C	D			C	C		C			
Financial Governance	Trust consolidated 5-year Financial Plan			A				R	R	D									
Financial Governance	Trust consolidated annual budget			A				R	R	D									
Financial Governance	Trust consolidated monthly management accounts and Central Trust budget monitoring			M				M	M	D/M									
Financial Governance	School 5-year Financial Plan			A					M	D				R		D			
Financial Governance	School annual phased budget			A					R	D				R		D			Headteacher to deliver with support from central finance



Operations	Estates Management Strategy			A	R/M				C	C	D			C			
Operations	Health and safety				M						M/D			M		D	Trust central team to employ H&S experts to make visits. School to ensure actions from visits happen.
Operations	Risk Management Strategy			A	R/M	C			D	C					C		
Operations	Sale of freehold land	A		R	R				C	C				C		C	
Operations	ESFA Land and Building Valuation			A	R				R	R							
Operations	ESFA SCA - School Condition Allocation Return				A				R	R							
Operations	ESFA CDC - Condition Data Return / Building Condition Survey				A				R	R							
Operations	Delivery of capital projects										M					M	Professional advisors, advising and overseeing, contractors delivering
Operations	Centralisation/decentralisation of existing services (non-educational)				A				C	R	C			C		C	
Operations	Centralisation/decentralisation of existing services relating to education			A		A			C					C		A	
Operations	ESFA AMAP – Asbestos Management Plan Assurance Process				A/M				R		R						
	<b>RISK MANAGEMENT</b>																
Risk Management	Agree trust wide strategy for insurance arrangements to deliver financial efficiencies			A	M				R	D						C	C
Risk Management	Due diligence procedures and decisions for approval for new academies			A					R	R	R			C		C	
Risk Management	Management of Risk – establish risk register, audit and monitoring procedures			A	R/M				D	C	C			C		C	
Risk Management	Receive reports of the internal auditor and monitor the implementation of associated recommendations				M												
Risk Management	Prepare a report on the effectiveness of internal control annually (and preparation of an annual internal controls statement for inclusion in the Annual Report and Financial Statements)			A	R				C	D							
Risk Management	Receive the findings of external audit and monitor the implementation of associated recommendations			A	R/M												
Risk Management	Appoint external auditors			A	R				R	R							
Risk Management	Appoint internal auditors			A	R				R	R							
Financial Authoris	Capital projects (not CIF/SCA)								C	A	C			C		R	Professional advice sought for recommendation
Financial Authoris	Operating leases and grants								C	A	C			C		R	Professional advice sought for recommendation
Operations	IT strategy			A	M				C	C	D/M/R			M/C		D/C	IT partner to be appointed.
Operations	Single Central Record				M						D/M					D	Template written by and updated COO.
Operations	GIAS									M						D	SBM to complete for each school. SAFO for central team.