

**Strategic Leadership - Roles and Responsibilities 2023/24**

(To be read in conjunction with the Abingdon Learning Trust Scheme of Delegation and Policy Matrix)

| **Members** | **Trust Board** | **Local Academy Committees (LACs)** | **Executive**  | **Headteacher (HT)** |
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| Review and amend the Articles of AssociationChange the name of the TrustTo receive the Annual Report from Trustees on the performance of the Trust | Set out the Trust’s vision, values, principles (ethos) and goalsApprove and annually review Trust Strategic (1+ years) Business and 1-year Development PlansAgree Key Performance Indicators for the Trust and monitor progress toward theseApprove School Performance Targets | Carry forward the Trust’s vision, values, ethos and goalsIn consultation with HT oversee the implementation of the vision, values and ethos of a school/sRecommend school/s strategic (1+ years) improvement plans for Trust Board approvalRecommend School/Performance targets for Trust Board approvalApprove and monitor the progress of school/s 1-year development plans | Advise the Trust Board in setting the vision, values and ethos of the TrustPromote and monitor the implementation of the Trust’s vision, values and goalsDevelop, for Trust Board approval, implement and review the Trust’s Strategic/Business PlanDevelop and implement Trust 1-year improvement plansApprove and monitor school strategic (1+ years) improvement plans and recommend targets for Trust Board approvalAttend meetings of the Trustees as required to provide regular reports, risk assessments, action plans and guidanceSupport Trustees in the preparation and presentation of the Annual ReportSecure professional advice on behalf of Trustees as may be requested | Develop for LAC approval, and implement the vision, values and ethos of the school (consistent with the Trust’s vision and values)Develop and recommend to the LAC and CEO short- and long-term improvement plans and targets for the schoolAttend meetings of the LAC and relevant governance groups as required to provide regular reports, risk assessments, action plans and guidanceSecure professional advice on behalf of LAC as may be requested |
| To consider complaints against Trustees or the Trust Board in line with Trust policy | Approve, review, amend and ensure (monitor and evaluate) Trust policies | Ensure (monitor and evaluate) the implementation of Trust and statutory policies in the school/sWithin Trust guidelines, approve, review and ensure (monitor and evaluate) School/s policies | Support Trustees and schools in the preparation and monitoring of Trust wide policy requirementsApprove individual school adjustments to Trust policyProvide reports to Trustees on compliance with Trust policies, including actions taken and recommendations for further action if required | Implement Trust-wide policies reporting issues of non-compliance promptly to the CEO and LACDevelop, for LAC approval (see Trust Policy Matrix), implement and report to the LAC on the effectiveness of school policies |
| Review and amend the Articles of AssociationAppoint Trustees | Approve, review and amend- Scheme of Delegation- This roles and functions matrix- Terms of Reference for Trust Committees (inc LACs)Appoint and remove- Company Secretary- Clerks to Trustees, LACs- LAC governors (except for elected positions)- Chairs of Trust committees (incLAC)- Vice Chairs of LACDetermine and implement procedures for evaluating the effectiveness of governance across all Trust tiers and implement these for the Trust Board to develop capacity, capability and resilience | Appoint and remove governors with specific link responsibilities as set out in local governance arrangements (including safeguarding, finance, SEND, pupil premium)Make arrangements for the election of staff and parent governorsImplement and respond to the outcomes of governance evaluations to develop the capacity, capability, resilience and effectiveness of the LACDevelop and implement a means whereby the school/s can receive and react to stakeholder (students, parents, staff, community etc) feedback at least annually | Advise and support the Trust Board in the review and amendment of delegations and terms of reference Oversee and contribute to evaluations of governance and support the Trust Board in implementing governance improvement and development plansSupport Trustees in the appointment process for the Company Secretary, Clerks, LAC chairs | Advise and support the CEO and LAC in the review and amendment of delegations and terms of referenceSupport Trustees in the appointment process for Clerks and LAC chairsContribute to evaluations of governance and support the CEO and LAC in implementing governance improvement and development plansAdvise and support the LAC in developing procedures for receiving and responding to stakeholder feedback and maintaining relationships with the community |
|  | Ensure that risk and audit responsibilities are clearly and appropriately delegated and agree the Trust’s risk management principlesAgree and regularly (at least annually at Board level [AFH]) review the risk register and monitor the progress of mitigation plansApprove insurance arrangements | In consultation with the HT agree the risk management principles for the schoolOversee and ensure risk management strategies to include regular (at least annual) review of the school risk register and monitoring the progress of mitigation plansReceive and respond to HT reports on riskReview with the HT decisions on school closures | Prepare, regularly review and maintain the risk register for the TrustSupport school leaders, LACs in implementing Trust risk management arrangements including to ensure risk registers are in place and in use in Trust schoolsAlert the Trust Board to issues of high risk and develop and implement appropriate mitigation plansAdvise HT in considering school closure | Implement Trust risk management arrangements including to ensure risk registers are in place, up to date and in use for the schoolProgress mitigation plans and escalate issues of concern (high risk, non-compliance) promptly to the CEO and LABTake decisions on school closures in line with school risk assessments and policies |
|  | Ensure that HR responsibilities are clearly and appropriately delegatedApprove Trust-wide policies, annual pay award and staff terms and conditionsApprove Trust staff structure and management structures across the Trust (within budget plans)Approve staff restructures where there are financial implications outside the budget cycleApprove school staff redundancies | Oversee and ensure the implementation of Trust and school HR policies including to establish panels as necessaryEnsure effective communication between HT and CEOSupport the HT in the review and recommendations to the CEO for change to the school’s staffing structure | Advise Trustees on suitable Trust-wide policies and procedures and ensure their effective implementationMonitor, review and, where delegated approve staffing changes (including appointments and restructures within budget) across the TrustMake recommendations to the Trustees on staffing structure changes where there are financial implications | Implement Trust-wide policiesApprove applications for early retirement, secondment and leave of absenceRecommend staffing requirements within the School budgetPropose staff restructures and redundancies for CEO and Trustee approval  |
|  | Appoint, performance manage, suspend, and dismiss the CEO (acting through a panel)Approve Trust executive staff appointments Appoint, suspend, approve the return and dismiss the Company Secretary and ClerksApprove the appointment or dismissal of members of the Executive Team considering the recommendations of the CEO and relevant panelsApprove the dismissal of HTs considering the recommendations of the CEO and relevant panels | Participate in the recruitment and performance reviews of HTSupport the HT in recruitment procedures to ensure the school is fully staffedApprove appointments to senior leadership positions considering the recommendations of the HTContribute to the performance review of the Clerk to the LAC, with the CEO/Governance Professional and, if necessary, make recommendations to the LAC for dismissal | CEO ONLY: Make recommendations to the Board for the appointment or dismissal of members of the Executive (excluding CEO) and undertake their performance reviewsComplete performance review, suspend and approve the return of Executive Team (excluding CEO) membersWorking with the LAC: appoint, performance review, suspend, approve the return of the HT (making recommendations to Trustees for dismissals)Support the LAC in appointing senior school leaders Appoint, performance review, suspend, and approve the return members of the Central TeamCEO only: Implement the Executive Appraisal policy Conduct the performance review of the Company Secretary and Clerk to the Trust Board and, if necessary, make recommendations to the Trust Board for dismissalSupport the Trust Board in the recruitment of the Company Secretary and Clerks | Conduct the performance management of staff in the school (delegating as appropriate)Within the agreed staffing structure recommend senior leadership appointments to the LAC and consult with CEOSuspend or approve the return of senior leadership, teaching and non-teaching staff in consultation with the CEO |
| Appoint external auditors | Oversee and monitor the financial governance and operation of the TrustAppoint an Accounting OfficerAppoint a Finance and Audit committeeEnsure proper financial controls are in place and monitor their implementation including maintaining a register of business and pecuniary interestsAppoint internal auditorsSign off annual accounts and reportApprove the financial scheme of delegationApprove Central Charges to schoolsEstablish a charging and remissions policy and keep this under reviewApprove a Trustee/governor expenses policy | Oversee and monitor the financial governance and operation of the schoolOversee the maintenance of a register of business and pecuniary interests for the schoolEnsure the provision of free school meals to pupils who meet the criteria | CEO only: Fulfil the role of Accounting OfficerEnsure proper financial controls are in place across the TrustMaintain a register of business and pecuniary interests for the Executive Team and ensure that the Trust’s register is complete and up to dateSet up and approve staff expenses for the Executive TeamOpen bank accountsSupport the appointment process for internal and external auditorsRespond to Audit recommendations and requirementsProvide termly reports to the Trustees regarding financial risk | Ensure proper financial controls are in place in the SchoolTo set up procedures for and to approve staff expenses at the schoolTo ensure the provision of free school meals to pupils who meet the criteriaTo maintain a register of business and pecuniary interests for the school |
|  | Approve Trust and School 3-year budget plansApprove Trust and School 1-year budgetsApprove any significant changes to the approved budgetsMonitor income, expenditure, cash flow and balance sheet of the TrustReceive and respond to termly reports from the COO on financial risk | Receive updates on budget issues and mitigation actions from HT/COO where risk becomes medium to high | Prepare and recommend to Trustees the annual and 3-year budget for the Trust and its schools, with monthly management accountsMonitor income, expenditure, cash flow and balance sheet for the schools and Trust and report regularly to the Board | With the support of relevant central staff prepare the annual and 3-year budget for the schoolMonitor income, expenditure, cash flow and balance sheet for the school |
|  | Adopt and ensure (monitor and evaluate) a Trust-wide procurement policy including to manage Conflicts of InterestSet the delegated levels of authority for contractsApprove contracts in accordance with our Financial Regulations HandbookIdentify contracts with constitute related party transactions and seek ESFA approvalMonitor and evaluate contracts entered into by the Trust for compliance, value for money and impact | Support the Trust Board in its monitoring and evaluation of the delivery of Central Services and functions / services provided or procured for the Trust | Monitor and ensure the effective implementation of the Trust’s procurement policy and controlsEnter into contracts up to the limits of delegation within an agreed budgetMake payments within agreed financial limitsSupport trustees in monitoring and evaluating contracts and services | Monitor and ensure the effective implementation of the Trust’s procurement policy and controlsEnter into contracts up to the limits of delegation within an agreed budgetApprove payments within agreed financial limits |
|  | Appoint an education standards (academic and pastoral) committeeReview, approve and monitor educational performance targets recommended by the CEODetermine a Trust curriculum statement to ensure a balanced and broadly based curriculum meeting the requirements of the Funding Agreement and to include- a prohibition on the political indoctrination and a balanced treatment of political issues- a written policy on sex and relationship education Determine a Trust policy on religious education and collective acts of worshipReceive and respond to a termly report from the CEO/executive regarding educational risks | Oversee and monitor the educational performance of the schoolIn line with Trust guidance, approve, review and ensure school policies related to curriculum and educational standards (e.g. assessment)Approve the curriculum proposed by the HT (in line with the Trust’s principles)Ensure effective processes are in place for quality assuring teaching and learning, the curriculum, inclusion and sharing good practiceMonitor the key metric figures reported from the HT relating to education standardsApprove and monitor the 1-year development plan for the schoolReceive and respond to reports from the executive and HTs regarding educational risks | Oversee and ensure the implementation of Trust curriculum guidanceProvide termly reports to Trustees regarding educational risk Oversee target setting for pupil achievement and progress and monitor performance against targetsMonitor the key metric figures reported by the HTs relating to standardsEnsure compliance with Trust and statutory policies and support the development of school specific policies as required | Recommend and implement a curriculum plan for adoption by the LACEnsure that the curriculum is delivered at the school, including compliance with any Funding Agreement requirementsMake provision for a daily act of worshipRecommend to the CEO targets for pupil achievement and progress and monitor progress towards those targetsReport key metric figures via the HT’s report to the CEO and LACPrepare and implement a 1-year School Development Plan for approval by the LAC and CEODevelop and recommend to the LAC and CEO school specific policies supporting high standards and achievementProvide regular reports to the LAC on educational achievements and risks |
|  | Determine a Trust SEN and Disability policyEnsure compliance with the Disability and Discrimination Act (DDA) requirements within the Trust’s schools | Oversee and ensure (monitor and evaluate) the implementation of the Trust’s SEND policyWith the HT review SEND plans (evaluate the impact of SEND spending and action plans) and approve the publication of the school/s annual SEND report | Oversee and ensure the implementation of the Trust’s SEND policyEnsure compliance with DDA requirements within the Trust | Designate a teacher to be responsible for the co-ordination of SEND provisionLiaise with the Local Authority in respect of students who have (or might have) SENDMake provision for SEND pupils with or without an Education, Health and Care plan (EHCP)Ensure compliance with the DDA requirements within the schoolPrepare and recommend to the LAC the school’s annual SEND report and ensure its publication to the school’s website |
|  | Adopt a Trust Safeguarding and Child Protection PolicyIdentify a safeguarding Trustee and receive their regular reportsEnsure that Trustees complete agreed annual safeguarding training | Oversee and ensure the implementation of the Trust’s Safeguarding and Child Protection Policy and other associated policies and guidance ( eg KCSIE)If appropriate, work with the HT to develop and recommend to the CEO school specific adaptations to the Trust’s Child Protection policy for the school and oversee the implementation of these arrangementsAppoint a LAC governor with lead responsibility for safeguardingEnsure the completion of the Single Central Record (SCR) and its regular up-datingReview, approve and ensure the timely submission of the school’s annual safeguarding reportReceive and respond to reports from the CEO/HTs regarding safeguarding or compliance risksMonitor, challenge and support the progress of safeguarding action plans | Ensure that each school has appointed a designated safeguarding lead (DSL) and a designated teacher for Children We Care For (CWCF)Quality assure arrangements for safeguarding in the schools, including to undertake SCR reviews on behalf of the Trust BoardReport to Trustees on the procedures in place for safeguarding and on matters as they arise | Ensure compliance with Trust and school policyAppoint a DSL (and deputy/ies) and a designated teacher to support CWCF and ensure the roles are compliant with statutory guidanceMaintain and regularly review the SCR for the school ensuring that it is up to date, accurate and completeApprove off-site visits for pupils of more than 24 hoursPrepare and recommend to the LAC the school’s annual safeguarding report/audit and associated action plansReport to CEO and LAC on procedures in place for safeguarding and any risks arising |
|  | Approve a Trust behaviour statementReview the use of suspensions and exclusions across the Trust | Oversee the implementation of a behaviour policy for the schoolConvene a committee to review pupil suspensions and exclusions in line with Trust and statutory guidance | Ensure the implementation of Trust behaviour principlesDevelop and recommend to Trustees the Trust’s behaviour statement Review the overall pattern of suspensions and exclusions and report to Trustees, including to make recommendations on any actions required | In line with Trust principles, prepare and implement a behaviour policy for the school for adoption by the LACRecommend the exclusion of a pupil permanently; suspend a pupil for a fixed term |
|  | Adopt a Trust admissions policiesUndertake consultation, publish admissions and determine arrangements as required in accordance with the School Admissions CodesMake arrangements for determining admissions and hearing admission appealsApprove changes to school age range and pupil admission numbers (PAN) | Ensure effective arrangements are in place for pupil recruitmentContribute to the development of the School prospectusReview and propose changes to the school/s’ age range or admission numbers for approval by Trustees | Propose Trust admissions policies for the schools for adoption by TrusteesProvide oversight of and support the implementation of the admissions arrangements across the Trust | Ensure compliance with Trust policyMake arrangements for determining admissions and hearing admission appealsParticipate in local admissions forum Ensure participation in the fair access protocolPropose changes to the school’s age range and PAN to the LAC and CEO |
|  | Receive and respond to reports from CEO regarding compliance and standards (to include attendance)Adopt a Trust Complaints policy; receive respond to reports from the CEO regarding the level of complaints across the TrustApprove school times, terms and holiday | Review attendance and pupil absences (as part of HT report)Appoint a governor with responsibility for Pupil PremiumMonitor the impact of Pupil Premium spending and action plans in the School/sWith the HT review Pupil Premium spending and action plans and approve the publication of the school/s annual Pupil Premium report Primary: with the HT, review PE/Sport grant spending and action plans and approve the publication of the school/s annual reportAdopt and ensure the implementation of the Trust Complaints policy in the school/sHear complaints at the relevant stageEnsure effective arrangements are in place for pupil support and representation in the schoolSupport the HT in any extended school provisionDevelop, recommend and monitor school website content, logo and branding and uniform | Monitor levels of attendance in Trust schools and report termly to TrusteesMonitor the impact of Pupil Premium spending across the TrustReview and report on the level of complaints across the Trust, actions taken and recommendations for further actions requiredRecommend school times and school dates for Trustee approvalApprove staff training (INSET) daysApprove Trust and school website content, logo and branding, uniform | Maintain a register of pupil attendanceReport on attendance and pupil absencesReview and maintain Home School agreementsPropose times of School sessions and dates of term and holidaysEnsure the effective deployment of the Pupil Premium grant and monitor its impactHear complaints at the relevant stageRecommend school website content, logo & branding, uniform |
|  | Adopt data protection (GDPR) and Freedom of Information (FOI) policies and procedures to cover: the requirement to notify individuals as to how information is to be used; and, on the matter of safe storageEnsure the effective implementation of the information management and reporting policies and procedures across the Trust | Ensure the effective implementation of the information management (GDPR/FOI) and reporting policies and procedures in the school/sIn line with the Trust’s strategy, ensure systems are in place at the school for effective communication with pupils, parents or careers, staff and the wider community including the support of a local parent teacher association (if established) | Ensure compliance with all information management and reporting regulations and good practice across the schools and Central TeamSupport individual schools on compliant data protection procedures, including the effective safe storage of dataMaintain and secure staff records for the Executive TeamTo ensure registration with the Information Commissioner is up to dateReport to Trustees on security breaches and issues of non-compliance including actions taken and additional actions needed | Prepare and implement GDPR and FOI policies for the school (in line with Trust policy) for adoption by the LABEnsure the publication of School information, ensuring that all electronic communication, including webpages, are up to dateMaintain accurate and secure pupil recordsMaintain accurate and secure staff recordsEnsure compliance with all information management reporting legislation and good practice in the schoolReport security breaches and issues of concern promptly to the COO and LAC including actions taken or proposed responses |
|  | Approve a Health & Safety policy for the TrustAppoint a lead trustee for H&SAdopt a Trust Lettings policyReview and maintain a buildings strategy and asset management planning arrangementsReceive and respond to reports from the CEO/COO regarding H&S and compliance | Adopt the Trust’s H&S policy Review and ensure the implementation of H&S policy and ensure that appropriate risk assessments are being carried out in schoolReview and ensure the effective implementation of the Lettings policyReceive and respond to reports from the CEO/HTs and external/internal audits and check progress of required actions regarding H&S and compliance | Propose a Trust H&S policy and Lettings policy for approval by TrusteesMonitor and support the implementation of the Trust H&S and Lettings policyMaintain an up to date Asset registerDraw up, agree and implement Business Continuity (Critical Incident Emergency Management Plan) for the TrustSupport schools in the development of local business continuity/critical incident plans and where appropriate co-ordinate responses across the Trust to support pupil and staff safety and business continuityProvide Trustees with regular reports on compliance and risks arising from H&S and estates management including actions taken and additional actions required | Implement the Trust H&S policyMonitor the implementation of the Trust’s H&S and Lettings policies in the schoolsMonitor the accident book and agree appropriate actionsNotify the CEO and LAC promptly of any reportable or significant H&S incidents and issues of concern including incidents of non-compliance Review security of premises and equipmentDraw up, agree and monitor an accessibility plan for the school in consultation with the CEODraw up, agree and implement a Business Continuity Plan (Critical Incident Emergency Management Plan) for the schoolSupport the CEO in managing Trust wide critical incidents to support pupil and staff safety and business continuity across the Trust |