

**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 Association  Change the name of the Trust  To receive the Annual Report from Trustees on the performance of the Trust | Set out the Trust’s vision, values, principles (ethos) and goals  Approve and annually review Trust Strategic (1+ years) Business and 1-year Development Plans  Agree Key Performance Indicators for the Trust and monitor progress toward these  Approve School Performance Targets | Carry forward the Trust’s vision, values, ethos and goals  In consultation with HT oversee the implementation of the vision, values and ethos of a school/s  Recommend school/s strategic (1+ years) improvement plans for Trust Board approval  Recommend School/Performance targets for Trust Board approval  Approve and monitor the progress of school/s 1-year development plans | Advise the Trust Board in setting the vision, values and ethos of the Trust  Promote and monitor the implementation of the Trust’s vision, values and goals  Develop, for Trust Board approval, implement and review the Trust’s Strategic/Business Plan  Develop and implement Trust 1-year improvement plans  Approve and monitor school strategic (1+ years) improvement plans and recommend targets for Trust Board approval  Attend meetings of the Trustees as required to provide regular reports, risk assessments, action plans and guidance  Support Trustees in the preparation and presentation of the Annual Report  Secure 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 school  Attend meetings of the LAC and relevant governance groups as required to provide regular reports, risk assessments, action plans and guidance  Secure 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/s  Within 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 requirements  Approve individual school adjustments to Trust policy  Provide 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 LAC  Develop, 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 Association  Appoint 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 LAC  Determine 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 governors  Implement and respond to the outcomes of governance evaluations to develop the capacity, capability, resilience and effectiveness of the LAC  Develop 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 plans  Support 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 reference  Support Trustees in the appointment process for Clerks and LAC chairs  Contribute to evaluations of governance and support the CEO and LAC in implementing governance improvement and development plans  Advise 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 principles  Agree and regularly (at least annually at Board level [AFH]) review the risk register and monitor the progress of mitigation plans  Approve insurance arrangements | In consultation with the HT agree the risk management principles for the school  Oversee and ensure risk management strategies to include regular (at least annual) review of the school risk register and monitoring the progress of mitigation plans  Receive and respond to HT reports on risk  Review with the HT decisions on school closures | Prepare, regularly review and maintain the risk register for the Trust  Support school leaders, LACs in implementing Trust risk management arrangements including to ensure risk registers are in place and in use in Trust schools  Alert the Trust Board to issues of high risk and develop and implement appropriate mitigation plans  Advise 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 school  Progress mitigation plans and escalate issues of concern (high risk, non-compliance) promptly to the CEO and LAB  Take decisions on school closures in line with school risk assessments and policies |
|  | Ensure that HR responsibilities are clearly and appropriately delegated  Approve Trust-wide policies, annual pay award and staff terms and conditions  Approve Trust staff structure and management structures across the Trust (within budget plans)  Approve staff restructures where there are financial implications outside the budget cycle  Approve school staff redundancies | Oversee and ensure the implementation of Trust and school HR policies including to establish panels as necessary  Ensure effective communication between HT and CEO  Support 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 implementation  Monitor, review and, where delegated approve staffing changes (including appointments and restructures within budget) across the Trust  Make recommendations to the Trustees on staffing structure changes where there are financial implications | Implement Trust-wide policies  Approve applications for early retirement, secondment and leave of absence  Recommend staffing requirements within the School budget  Propose 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 Clerks  Approve the appointment or dismissal of members of the Executive Team considering the recommendations of the CEO and relevant panels  Approve the dismissal of HTs considering the recommendations of the CEO and relevant panels | Participate in the recruitment and performance reviews of HT  Support the HT in recruitment procedures to ensure the school is fully staffed  Approve appointments to senior leadership positions considering the recommendations of the HT  Contribute 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 reviews  Complete performance review, suspend and approve the return of Executive Team (excluding CEO) members  Working 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 Team  CEO 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 dismissal  Support 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 CEO  Suspend 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 Trust  Appoint an Accounting Officer  Appoint a Finance and Audit committee  Ensure proper financial controls are in place and monitor their implementation including maintaining a register of business and pecuniary interests  Appoint internal auditors  Sign off annual accounts and report  Approve the financial scheme of delegation  Approve Central Charges to schools  Establish a charging and remissions policy and keep this under review  Approve a Trustee/governor expenses policy | Oversee and monitor the financial governance and operation of the school  Oversee the maintenance of a register of business and pecuniary interests for the school  Ensure the provision of free school meals to pupils who meet the criteria | CEO only: Fulfil the role of Accounting Officer  Ensure proper financial controls are in place across the Trust  Maintain a register of business and pecuniary interests for the Executive Team and ensure that the Trust’s register is complete and up to date  Set up and approve staff expenses for the Executive Team  Open bank accounts  Support the appointment process for internal and external auditors  Respond to Audit recommendations and requirements  Provide termly reports to the Trustees regarding financial risk | Ensure proper financial controls are in place in the School  To set up procedures for and to approve staff expenses at the school  To ensure the provision of free school meals to pupils who meet the criteria  To maintain a register of business and pecuniary interests for the school |
|  | Approve Trust and School 3-year budget plans  Approve Trust and School 1-year budgets  Approve any significant changes to the approved budgets  Monitor income, expenditure, cash flow and balance sheet of the Trust  Receive 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 accounts  Monitor 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 school  Monitor 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 Interest  Set the delegated levels of authority for contracts  Approve contracts in accordance with our Financial Regulations Handbook  Identify contracts with constitute related party transactions and seek ESFA approval  Monitor 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 controls  Enter into contracts up to the limits of delegation within an agreed budget  Make payments within agreed financial limits  Support trustees in monitoring and evaluating contracts and services | Monitor and ensure the effective implementation of the Trust’s procurement policy and controls  Enter into contracts up to the limits of delegation within an agreed budget  Approve payments within agreed financial limits |
|  | Appoint an education standards (academic and pastoral) committee  Review, approve and monitor educational performance targets recommended by the CEO  Determine 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 worship  Receive and respond to a termly report from the CEO/executive regarding educational risks | Oversee and monitor the educational performance of the school  In 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 practice  Monitor the key metric figures reported from the HT relating to education standards  Approve and monitor the 1-year development plan for the school  Receive and respond to reports from the executive and HTs regarding educational risks | Oversee and ensure the implementation of Trust curriculum guidance  Provide termly reports to Trustees regarding educational risk  Oversee target setting for pupil achievement and progress and monitor performance against targets  Monitor the key metric figures reported by the HTs relating to standards  Ensure 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 LAC  Ensure that the curriculum is delivered at the school, including compliance with any Funding Agreement requirements  Make provision for a daily act of worship  Recommend to the CEO targets for pupil achievement and progress and monitor progress towards those targets  Report key metric figures via the HT’s report to the CEO and LAC  Prepare and implement a 1-year School Development Plan for approval by the LAC and CEO  Develop and recommend to the LAC and CEO school specific policies supporting high standards and achievement  Provide regular reports to the LAC on educational achievements and risks |
|  | Determine a Trust SEN and Disability policy  Ensure 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 policy  With 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 policy  Ensure compliance with DDA requirements within the Trust | Designate a teacher to be responsible for the co-ordination of SEND provision  Liaise with the Local Authority in respect of students who have (or might have) SEND  Make provision for SEND pupils with or without an Education, Health and Care plan (EHCP)  Ensure compliance with the DDA requirements within the school  Prepare 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 Policy  Identify a safeguarding Trustee and receive their regular reports  Ensure 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 arrangements  Appoint a LAC governor with lead responsibility for safeguarding  Ensure the completion of the Single Central Record (SCR) and its regular up-dating  Review, approve and ensure the timely submission of the school’s annual safeguarding report  Receive and respond to reports from the CEO/HTs regarding safeguarding or compliance risks  Monitor, 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 Board  Report to Trustees on the procedures in place for safeguarding and on matters as they arise | Ensure compliance with Trust and school policy  Appoint a DSL (and deputy/ies) and a designated teacher to support CWCF and ensure the roles are compliant with statutory guidance  Maintain and regularly review the SCR for the school ensuring that it is up to date, accurate and complete  Approve off-site visits for pupils of more than 24 hours  Prepare and recommend to the LAC the school’s annual safeguarding report/audit and associated action plans  Report to CEO and LAC on procedures in place for safeguarding and any risks arising |
|  | Approve a Trust behaviour statement  Review the use of suspensions and exclusions across the Trust | Oversee the implementation of a behaviour policy for the school  Convene a committee to review pupil suspensions and exclusions in line with Trust and statutory guidance | Ensure the implementation of Trust behaviour principles  Develop 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 LAC  Recommend the exclusion of a pupil permanently; suspend a pupil for a fixed term |
|  | Adopt a Trust admissions policies  Undertake consultation, publish admissions and determine arrangements as required in accordance with the School Admissions Codes  Make arrangements for determining admissions and hearing admission appeals  Approve changes to school age range and pupil admission numbers (PAN) | Ensure effective arrangements are in place for pupil recruitment  Contribute to the development of the School prospectus  Review 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 Trustees  Provide oversight of and support the implementation of the admissions arrangements across the Trust | Ensure compliance with Trust policy  Make arrangements for determining admissions and hearing admission appeals  Participate in local admissions forum  Ensure participation in the fair access protocol  Propose 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 Trust  Approve school times, terms and holiday | Review attendance and pupil absences (as part of HT report)  Appoint a governor with responsibility for Pupil Premium  Monitor the impact of Pupil Premium spending and action plans in the School/s  With 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 report  Adopt and ensure the implementation of the Trust Complaints policy in the school/s  Hear complaints at the relevant stage  Ensure effective arrangements are in place for pupil support and representation in the school  Support the HT in any extended school provision  Develop, recommend and monitor school website content, logo and branding and uniform | Monitor levels of attendance in Trust schools and report termly to Trustees  Monitor the impact of Pupil Premium spending across the Trust  Review and report on the level of complaints across the Trust, actions taken and recommendations for further actions required  Recommend school times and school dates for Trustee approval  Approve staff training (INSET) days  Approve Trust and school website content, logo and branding, uniform | Maintain a register of pupil attendance  Report on attendance and pupil absences  Review and maintain Home School agreements  Propose times of School sessions and dates of term and holidays  Ensure the effective deployment of the Pupil Premium grant and monitor its impact  Hear complaints at the relevant stage  Recommend 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 storage  Ensure 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/s  In 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 Team  Support individual schools on compliant data protection procedures, including the effective safe storage of data  Maintain and secure staff records for the Executive Team  To ensure registration with the Information Commissioner is up to date  Report 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 LAB  Ensure the publication of School information, ensuring that all electronic communication, including webpages, are up to date  Maintain accurate and secure pupil records  Maintain accurate and secure staff records  Ensure compliance with all information management reporting legislation and good practice in the school  Report 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 Trust  Appoint a lead trustee for H&S  Adopt a Trust Lettings policy  Review and maintain a buildings strategy and asset management planning arrangements  Receive 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 school  Review and ensure the effective implementation of the Lettings policy  Receive 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 Trustees  Monitor and support the implementation of the Trust H&S and Lettings policy  Maintain an up to date Asset register  Draw up, agree and implement Business Continuity (Critical Incident Emergency Management Plan) for the Trust  Support 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 continuity  Provide 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 policy  Monitor the implementation of the Trust’s H&S and Lettings policies in the schools  Monitor the accident book and agree appropriate actions  Notify 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 equipment  Draw up, agree and monitor an accessibility plan for the school in consultation with the CEO  Draw up, agree and implement a Business Continuity Plan (Critical Incident Emergency Management Plan) for the school  Support the CEO in managing Trust wide critical incidents to support pupil and staff safety and business continuity across the Trust |