



CATCH22 MULTI ACADEMIES TRUST SCHEME OF DELEGATION

The Scheme of Delegation outlines the different areas of responsibilities for Catch22 MAT Board of Trustees, the senior executives, the Local Governing Bodies and the Headteachers. It has been divided into sub areas in which the responsibilities of each group are shown. This Scheme of Delegation will be accompanied by a governance handbook which will provide additional context and detail about LGB responsibilities and individual Governor roles.

Members

The members of the trust have a different status to trustees. The members appoint trustees to ensure that the trust's charitable object is carried out and so must be able to remove trustees if they fail to fulfil this responsibility. Members are responsible for approving any amendments made to the trust's articles of association.

In order to retain a degree of separation of powers between the members and the trust board, and in line with DfE expectations, the majority of members should not act as trustees.

At present, Catch22 MAT has 3 members, with one acting also as a trustee.

The role of the trustees

The trustees are the charity trustees (within the terms of section 177(1) of the Charities Act 2011) and are responsible for the general control and management of the administration of the trust in accordance with the provisions set out in the articles of association. The board of trustees is the accountable body for the performance of all schools within the trust and as such must:

- Ensure clarity of vision, ethos and strategic direction
- Hold the executive to account for the educational performance of the schools and their pupils, and the performance management of staff
- Oversee the financial performance of the trust and make sure its money is well spent

Because trustees are bound by both charity and company law, the terms 'trustees' and 'directors' are often used interchangeably. We use the term trustee as it avoids the possible confusion caused when executive leaders are called directors but are not company directors and trustees.

Education Committee

The Education Committee has been established in recognition of the fact that both Catch22 MAT and Catch22 Charity, although separate legal entities, operate a group of alternative provision schools, with "*a communality of mission, vision and values*". The MAT's charitable objects may equally be benefited and pursued through reciprocal support of the Charity's alternative education services.

The terms of reference of the Joint Education Committee, shall, generally, be to integrate the governance and management of the Charity and the MAT, in relation to their respective school groups, to the extent that such integration may beneficially:

- i. optimise the promotion of their common objects;
- ii. increase their respective effectiveness and efficiency;
- iii. rationalise their respective strategies, policies and operations; and
- iv. minimize unnecessary duplication of administration and cost.

The Education committee acts as a review and advice forum to facilitate the Board of Trustees making informed decisions.

The role of the Local Governing Body (LGB)

The trust board is responsible for establishing an LGB for each school. It appoints the chair (generally as recommended by the LGB), expecting headteachers to ensure two parents, two members of staff and three community members are elected.

The role of the LGB is to:

- set, with the headteacher, the school improvement objectives ensuring the trust's and school's vision, value and ethos are realised
- challenge and support, through monitoring and stakeholder engagements
- oversee safeguarding and wellbeing, putting our pupils, staff and community at the heart of what we do
- ensure compliance and effectiveness, ensuring adherence to the Trust vision, values and ethos

The role of the Chief Executive and Senior Leadership Team

The Chief Executive has the delegated responsibility for the operation of the trust including the performance of the trust's academies and so manages the trust's Executive Principals.

The Chief Executive is the accounting officer so has overall responsibility for the operation of the academy trust's financial obligations and must ensure that the organisation is run with financial effectiveness and stability; avoiding waste and securing value for money. The Chief Executive leads the executive management team of the academy trust and will delegate executive management functions to the executive management team and is accountable to the trust board for the performance of the executive management team.

Headteachers

Each headteacher is responsible for the leadership and management of the school.

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1. Governance

Trustees	Chief Executive and Executive Leadership Team	Local Governing Body	Headteacher
<ul style="list-style-type: none"> • are legally responsible for the Trust, the schools and their governance • are responsible for the Board's own processes in line with the legal requirements as set down in the Articles of Association and the Master Funding Agreement • have legal responsibility for statutory compliance • are responsible for the establishment of LGBs including the appointment of the initial Chair • approve scheme of delegation, delegating certain responsibilities to the LGBs and to senior executives • approve Terms of reference for Trustees and LGBs • are responsible for succession planning and the recruitment to the board to ensure an appropriate balance of skills and effectiveness • are responsible for ensuring that Trustees have the right level of training • are responsible for new Trustee induction • are responsible for evaluating their own processes and effectiveness 	<ul style="list-style-type: none"> • are responsible for ensuring the establishment of LGBs. • works with the LGBs to enable them to discharge their duties in relation to statutory compliance and the performance of schools • supports the LGBs with their training and new LGB member induction • work closely with the Trust Board and LGBs to help evaluate and improve processes and effectiveness • proposes and reviews Scheme of Delegation and Terms of Reference and ensures compliance with these once approved • reviews the independence and professionalism of clerking to ensure that LGBs have a high quality clerking service to drive improved governance 	<ul style="list-style-type: none"> • is responsible for succession planning and recommending the recruitment of LGB members, informed through carrying out a skills audit, to ensure an appropriate balance of skills and effectiveness • is responsible for ensuring that members receive an appropriate induction and the right level of training • is responsible for maintaining its register of business interests • is responsible for ensuring governors declare any business interests they have in relation to the school • through the Clerk, is responsible for ensuring a record of governor information / membership details is kept up to date 	<ul style="list-style-type: none"> • is responsible for securing provision of administrative support and, independent and professional clerking for the LGB. • Is responsible for ensuring relevant DfE census/returns are submitted • Is responsible for ensuring the DfE's GIAS database is kept up to date with required governance information • Is responsible for ensuring governor information is up to date on the school's website

<ul style="list-style-type: none"> • are responsible for appointing a clerk to ensure accurate record keeping including minutes and Trustee details is maintained 			
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2. Strategy			
Trustees	Chief Executive and Executive Leadership Team	Local Governing Body	Headteacher
<ul style="list-style-type: none"> • in conjunction with the Chief Executive and central trust team, develop, review and agree the overall vision, strategy and long-term objectives for Catch22 MAT schools. • approve key performance indicators against which to monitor implementation of strategy and long term objectives 	<ul style="list-style-type: none"> • Develops strategic plans and proposals for consideration by the Trustees • are responsible for implementing the Board’s strategy • develops and monitors key performance indicators against the strategy and long-term objectives • working with the LGB, holds schools accountable for implementing their School Improvement Plans. 	<ul style="list-style-type: none"> • is responsible for overseeing the implementation of the Trust Board’s strategy as it applies to the school • (with Headteacher) oversees the development and regular updating of the School Improvement Plan, based on accurate self-evaluation • working with the Central Team, holds schools accountable for implementing their School Improvement Plans. 	<ul style="list-style-type: none"> • (with LGB) is responsible for developing the School Improvement Plan, based on accurate self-evaluation • is responsible for implementing the School Improvement Plan.

3. Communication			
Trustees	Chief Executive and Executive Leadership Team	Local Governing Body	Headteacher
<ul style="list-style-type: none"> • communicate a clear vision, strategy and long term objectives for Catch22 MAT schools. • approve the overall Trust marketing and 	<ul style="list-style-type: none"> • ensures good communication between the Board, Headteacher and school, and LGB. • responsible for developing and 	<ul style="list-style-type: none"> • LGB Chair (with Headteacher) is responsible for ensuring LGB members have all the information they require to be well 	<ul style="list-style-type: none"> • (with LGB Chair) is responsible for ensuring LGB members have all the information they require to be well informed about both

communications strategy	implementing the marketing and communications strategy/plan <ul style="list-style-type: none"> • support schools in the implementation and compliance with the strategy 	informed about both the school and Catch22 MAT <ul style="list-style-type: none"> • LGB Chair (with Headteacher) is responsible for ensuring the activities of the LGB are communicated clearly to the school community • ensures (with the Headteacher) stakeholders' views are taken into account and responded to appropriately • uses Sharepoint for both meeting papers and communication with the trust central team and other governors 	the school and Catch22 MAT <ul style="list-style-type: none"> • (with LGB Chair) is responsible for ensuring the views of the LGB are well communicated to Trustees and Central Team. • responsible for communicating and promoting the school and it's activities to key stakeholders and the local community
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4. Safeguarding, Welfare and Child Protection

Trustees	Chief Executive and Executive Leadership Team	Local Governing Body	Headteacher
<ul style="list-style-type: none"> • are accountable for setting overall policies for safeguarding and child protection to ensure appropriate action is taken in a timely manner to safeguard and promote children's welfare • appoint a named safeguarding Trustee • set the strategic vision for the spiritual, moral, social and cultural development of pupils. • review on an annual basis each school's safeguarding policy and practices. 	<ul style="list-style-type: none"> • provides safeguarding and child protection guidance for all schools, in line with statutory and non-statutory national guidance • monitors the implementation of the safeguarding and child protection guidance • carries out safeguarding audit visits to monitor compliance with policies and effectiveness of practice • are responsible for supporting each LGB to ensure it is effectively scrutinising 	<ul style="list-style-type: none"> • appoints a Governor to have specific responsibility for safeguarding, welfare and child protection in the school, reporting to the full LGB as appropriate • monitors, supports and challenges welfare and child protection in the school including (i) child protection (ii) exclusions (iii) serious disciplinary incidents (iv) attendance and (v) behaviour • appointed governor carries out termly check on single central record 	<ul style="list-style-type: none"> • is responsible for safeguarding and child protection within the school • is responsible for identifying risks to effective safeguarding and taking action to reduce potential risks • is responsible for the quality of spiritual, moral, social and cultural development of pupils • is responsible for ensuring that school policies and practices take into account the procedures and practice of the local authority

<ul style="list-style-type: none"> • monitor data in relation to safeguarding incidents and their resolution 	<p>statutory compliance with respect to safeguarding and child protection for all schools on behalf of the Board</p> <ul style="list-style-type: none"> • are responsible for monitoring statutory compliance with respect to the quality of spiritual, moral, social and cultural development of pupils on behalf of the Board • ensures all LGB members have the appropriate child protection checks and are recorded on the Single Central Record. 	<ul style="list-style-type: none"> • is responsible for knowing and understanding the school's own evaluation of the quality of spiritual, moral, social and cultural development of pupils 	<ul style="list-style-type: none"> • is responsible for providing reports on welfare and child protection to the LGB and to the Central Team • is responsible for appointing an Educational Visits Co-ordinator (EVC) and for approving educational visits.
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5. Policies, Processes and Procedures

Trustees	Chief Executive and Executive Leadership Team	Local Governing Body	Headteacher
<ul style="list-style-type: none"> • are responsible for the approval of all statutory policies (plus other key policies), policy guidance and compliance checklists 	<ul style="list-style-type: none"> • are responsible for the development of policies, policy guidance and compliance checklists • approves other policies as delegated by the Board of Trustees • monitor schools' adherence to the cycle of policy reviews 	<ul style="list-style-type: none"> • ensures adherence to a regular cycle of school policy reviews • notes Trust wide policies and their implications for the school • ensures that practice within the school reflects most up-to-date policy documents • ensures a cycle of process and procedures scrutiny is being undertaken e.g. attendance registers, complaints log, safety checks, risk assessments, etc • reviews and approves required school policies. 	<ul style="list-style-type: none"> • provides regular updating of all school policies • provides regular updating of process and procedures e.g. attendance registers, complaints log, safety checks, etc • ensures that the school's Health and Safety policy is reviewed in accordance with Trust requirements and / or at a frequency determined by local risk assessment

6. School Improvement

Trustees	Chief Executive and Executive Leadership Team	Local Governing Body	Headteacher
<ul style="list-style-type: none"> • create robust accountability, oversight and assurance for educational performance • hold executive leaders to account for the educational performance of Catch22 MAT and its pupils, and the performance management of staff • are accountable for the attainment and progress of disadvantaged pupils who attract the pupil premium, catch up and other targeted payments. 	<ul style="list-style-type: none"> • holds schools accountable for improvement and high academic standards • sets annual performance targets for schools relating to academic performance • reports to Trustees on schools' performance against targets • are responsible for monitoring the school's performance • are responsible for monitoring the school's response to the recommendations of its last inspection • are responsible for monitoring pupils' progress and attainment • are responsible for monitoring progress and attainment of different groups of pupils (including but not limited to pupil premium and others facing disadvantage, special educational needs and disability, looked after children). 	<ul style="list-style-type: none"> • is responsible for supporting the school in its self-evaluation of significant strengths and weaknesses • is responsible for knowing, understanding and challenging the school's response to the recommendations of its last inspection • is responsible for knowing, understanding and challenging pupils' overall progress and attainment • appoints Governors to have specific responsibility for Pupils with Special Needs; Pupils who attract Pupil Premium funding and Looked After Children and who report to the full LGB as appropriate • (In Secondary academies) appoint a Governor with responsibility for Careers. • is responsible for monitoring, understanding and challenging progress and attainment of different groups of pupils (including but not limited to pupil premium and others facing disadvantage, special educational needs and disability, looked after children). 	<ul style="list-style-type: none"> • in conjunction with the LGB, is responsible for the accurate self-evaluation of the school, its strengths and weaknesses and for implementing a plan of action to improve and develop based on the evaluation • has a detailed understanding of pupils' attainment and progress (and the attainment and progress of specific groups), underpinned by sound evidence (including at individual pupil level) • ensures appropriate action is taken in a timely, consistent and strategic way to address areas of weakness and improve academic performance, drawing on the best available evidence and monitoring impact • is responsible for high quality education which includes a wide and rich curriculum • is responsible for ensuring all groups of pupils, particularly SEND and disadvantaged pupils, have access to a wide and rich curriculum.

7. Quality of Teaching			
Trustees	Chief Executive and Executive Leadership Team	Local Governing Body	Headteacher
<ul style="list-style-type: none"> • monitor and evaluate the quality of teaching within the Trust and ensure that sufficient resources are allocated to deliver the highest possible quality of teaching 	<ul style="list-style-type: none"> • along with the LGB, hold schools accountable for its programme of improving teaching • are responsible for monitoring statutory compliance on behalf of the Board 	<ul style="list-style-type: none"> • is responsible for knowing and understanding the school's own evaluation of the quality of teaching • with the Trust central team is responsible for supporting and challenging the school in its programme of improvement 	<ul style="list-style-type: none"> • is responsible for the quality of teaching in the school • is responsible for the accurate self-evaluation of the quality of teaching, its strengths and weaknesses and for taking action to improve the quality of teaching

8. Curriculum -			
Trustees	Chief Executive and Executive Leadership Team	Local Governing Body	Headteacher
<ul style="list-style-type: none"> • are responsible for oversight of the curriculum as part of the overall strategy for school improvement 	<ul style="list-style-type: none"> • proposes and develops the curriculum that delivers the Trust's strategy • holds schools accountable for implementation of the curriculum across Catch22 MAT • holds schools accountable for the development and implementation of its curriculum policy and, where appropriate, qualifications policy • holds schools accountable for the development and implementation of its co-curricular provision • are responsible for monitoring statutory curriculum compliance on behalf of the Board 	<ul style="list-style-type: none"> • is responsible for knowing and understanding the school's own evaluation of the quality of its curricular and co-curricular provision • reviews, supports and challenges the school in the development and implementation of its curriculum policy and, where appropriate, qualifications policy • reviews, supports and challenges the school in the development and implementation of its co-curricular provision 	<ul style="list-style-type: none"> • is responsible for the development and implementation of the school's co-curricular provision • is responsible for monitoring and evaluating the impact of the school's curricular and co-curricular provision

9. Provision of Information

Trustees	Chief Executive and Executive Leadership Team	Local Governing Body	Headteacher
<ul style="list-style-type: none"> • are accountable for the provision of clear and regular information to a host of constituent interests • are accountable for statutory compliance 	<ul style="list-style-type: none"> • monitors statutory compliance on behalf of the Board • are responsible for monitoring statutory compliance in relation to the information provided to the regulators and others on behalf on the Board • provides guidance and model policies • supports schools to meet GDPR requirements 	<ul style="list-style-type: none"> • is responsible for monitoring the quality of information provided by the school • is responsible for supporting and challenging the school on the quality of information • is responsible for reviewing school policies and their implementation on an annual schedule. 	<ul style="list-style-type: none"> • is responsible for the development and implementation of school policies in line with statutory requirements and Catch22 MAT guidance, including GDPR requirements • ensures LGB access to all information provided to regulators, parents, prospective parents and the local community • ensures the information provided by the school is of a high quality.

10. Positive engagement with Parents, Carers, Guardians and wider community

Trustees	Chief Executive and Executive Leadership Team	Local Governing Body	Headteacher
<ul style="list-style-type: none"> • ensure development of the strategy for links with parents, carers and guardians • hold reputational responsibility 	<ul style="list-style-type: none"> • develops strategies for links with parents, carers and guardians 	<ul style="list-style-type: none"> • is responsible for monitoring the school's links with parents, carers, guardians and the wider community • is responsible for working with the school to improve and develop parental and community links. 	<ul style="list-style-type: none"> • is responsible for developing effective links with parents, carers, guardians and the wider community.

11. Handling of Complaints

Trustees	Chief Executive and Executive Leadership Team	Local Governing Body	Headteacher
<ul style="list-style-type: none"> • receive and where appropriate investigate complaints (including those relating to the Chief Executive) • receive and pass on to the relevant Executive complaints from the DfE, ESFA, Ofsted, ISI and similar bodies 	<ul style="list-style-type: none"> • are responsible for monitoring statutory compliance in relation to complaints • provides guidance and policies on complaints handling • ensures complaints are directed appropriately and in line with the Complaints Policy 	<ul style="list-style-type: none"> • assists with the handling and monitoring of complaints where appropriate in line with Complaints Policy • assists with the managing and hearing of any appeals where required as part of the complaints process • receives regular reports from the Headteacher on all complaints. 	<ul style="list-style-type: none"> • is responsible for responding to and dealing with all complaints in line with Complaints Policy • provides the LGB with regular reports on all complaints

12. Inspection

Trustees	Chief Executive and Executive Leadership Team	Local Governing Body	Headteacher
<ul style="list-style-type: none"> • receive inspection reports and lessons learned • receive reports regarding proposed actions to address where schools need to improve 	<ul style="list-style-type: none"> • provides support to the school prior to, during and after inspections. 	<ul style="list-style-type: none"> • understands the requirements of inspection processes and supports the Headteacher • is responsible for engaging fully with the inspection process • communicates the outcomes of the inspection process to parents, carers and guardians in line with statutory requirements 	<ul style="list-style-type: none"> • is responsible for ensuring all staff and the LGB fully understand the requirements of the inspection process

13. Compliance

Trustees	Chief Executive and Executive Leadership Team	Local Governing Body	Headteacher
<ul style="list-style-type: none"> • are accountable for compliance with all data protection legislation • appoint a suitably qualified Data Protection Officer (DPO) • ensure adequate resource for GDPR compliance • are accountable for compliance with the Public Sector Equality Duty 	<ul style="list-style-type: none"> • Provides a DPO • Decides the response to data breaches including reporting to Information Commissioner’s Office (ICO) • Ensures Trust ICO notifications are accurate and up to date • Prepares, reviews and updates data protection policies • Ensures central office GDPR compliance • Trains school Data Protection Leads (DPLs) on policy and procedure • Audits schools’ GDPR compliance • Updates DPLs on ICO guidance and decisions • Provides information and guidance on Public Sector Equality Duty compliance 	<ul style="list-style-type: none"> • Reviews GDPR compliance with DPL • Ensures compliance with Public Sector Equality Duty requirements for schools • responsible for ensuring it meets all the Trust’s requirements, both as a LGB and individual governors with regard to code of conduct, pecuniary interests and safeguarding documentation. 	<ul style="list-style-type: none"> • Appoints a Data Protection Lead (DPL) of sufficient seniority • Provides DPL with adequate support and resource to fulfil their role • Ensures compliance with Trust data protection policies and procedures • Ensures staff have appropriate GDPR training • Ensures staff understand the requirements of the Public Sector Equality Duty

14. Staffing

Trustees	Chief Executive and Executive Leadership Team	Local Governing Body	Headteacher
<ul style="list-style-type: none"> • are responsible for the recruitment and appointment of the Chief Executive and approving the appointment of his / her direct reports 	<ul style="list-style-type: none"> • provides the Board and schools with professional HR support and advice relating to the recruitment of staff • are responsible for the recruitment and 	<ul style="list-style-type: none"> • contributes to the appointment of the Headteacher in close consultation with the Executive team • supports the Headteacher by joining appointment 	<ul style="list-style-type: none"> • is responsible for the recruitment and appointment of school staff other than the Headteacher • is responsible for communicating senior

<ul style="list-style-type: none"> • responsible for setting the overall Trust's recruitment strategy 	<p>appointment of Headteachers</p> <ul style="list-style-type: none"> • are responsible for recruitment to Central Team positions below Executive level • are responsible for monitoring the Central Team Single Central Record and statutory compliance with Safer Recruitment on behalf of the Board • supports the Headteacher by joining appointment panels or otherwise contributing to the appointment process of Deputy Headteachers • provides LGBs and schools with relevant data regarding staff recruitment and retention, including equality benchmarks where available, and supports and approves staff restructure plans • monitors staff absenteeism / staff turnover • responds to the results of an annual staff survey • monitors complaints and grievances 	<p>panels for senior leadership posts (and for posts below Deputy Headteacher when invited to do so) or otherwise contributing to the appointment process</p> <ul style="list-style-type: none"> • stays fully aware of the school's activity in terms of its staff, staffing structures and more general HR data, and can support and challenge appropriately, using key performance data provided by the school and Central Team • is responsible for knowing and understanding the training requirements for safer recruitment including LGB members' training if taking part in recruitment processes. • supports the Headteacher with any staff restructure plans • monitors staff exit interviews 	<p>staff appointments to the LGB</p> <ul style="list-style-type: none"> • reports key performance information on recruitment and more general HR to the Central Team and the LGB • is responsible for the accuracy of the school's Single Central Record and statutory compliance with safer recruitment requirements. • consults with the LGB on staff restructure plans • monitors staff absenteeism and staff turnover • responds to the annual staff survey
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15. Staff Professional Development

Trustees	Chief Executive and Executive Leadership Team	Local Governing Body	Headteacher
<ul style="list-style-type: none"> • are accountable for ensuring the development of the 'People Development Strategy' 	<ul style="list-style-type: none"> • are responsible for ensuring the development of the people development strategy 	<ul style="list-style-type: none"> • monitors the effectiveness of professional development, talent management and succession planning 	<ul style="list-style-type: none"> • develops and implements the school's continuing professional development strategy, aligned with the

<ul style="list-style-type: none"> • are responsible for ensuring resources are allocated to people development appropriately in line with the strategy 	<ul style="list-style-type: none"> • provides support for professional development, training, induction, talent management and succession planning across Catch22 MAT • leads the strategic vision and the overall staff development strategy • implements the agreed people strategy, including delivery (directly or via commissioned support) of professional development programmes. 	<p>within the school and supports and challenges appropriately.</p>	<p>School's Improvement Plan targeted to different groups of staff</p> <ul style="list-style-type: none"> • reports on CPD and its impact to LGB and the Central Team • maintains a structured approach to talent management and succession planning • ensures staff are able to benefit from appropriate Trust-wide professional development opportunities, in line with talent management objectives
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16. Performance Management

The principle for approving pay increases is that a line manager recommends whether a pay increase is merited and if supported by central trust team it will be considered by the MAT Pay and Remunerations Committee

Trustees	Chief Executive and Executive Leadership Team	Local Governing Body	Headteacher
<ul style="list-style-type: none"> • are responsible for approving overall policies for performance management and pay • are directly responsible for the performance management of the Chief Executive 	<ul style="list-style-type: none"> • develops overall policies for performance management and pay • are directly responsible for the performance management of the Executive Principals and all Central Team staff • approves recommendations by the Headteacher of pay rises that the Headteacher recommends 	<ul style="list-style-type: none"> • supports the Headteacher in monitoring the performance management of staff • contributes to performance management of the Headteacher 	<ul style="list-style-type: none"> • implements Catch22 MAT's performance management and pay policies for staff in school • provides reports on performance management to the LGB • ensures that approaches to pay and performance management are conducted in a manner that adheres to equality legislation requirements

17. Finance

Trustees	Chief Executive and Executive Leadership Team	Local Governing Body	Headteacher
<ul style="list-style-type: none"> • are legally responsible for the Trust’s assets and accounts and for statutory compliance • maintain robust financial oversight in accordance with the ESFA Academies financial handbook • review and support a 3 year strategic vision for the finances of the Trust and the schools in accordance with the strategy • set the financial parameters for the schools’ budgets and 3 year forecasts and approve the consolidated position • develop and monitor the strategic plan for capital expenditure, considering all schools’ 3 Year Plans. • consider management accounts six times a year (Chair to consider on a monthly basis) • ensure an appropriate, reasonable and timely response to any findings given by auditors, taking the opportunity to strengthen the systems of financial management and control 	<ul style="list-style-type: none"> • are responsible for compliance with the ESFA Academies financial handbook • develops a 3 year financial plan in accordance with the strategic vision • acts on behalf of the Board to discharge the duties in relation to statutory compliance and financial performance of the schools • provides accounting, financial planning, treasury and financial systems services for schools • works closely with the Headteacher and school in the preparation of the budget and 3 year forecast, setting assumptions and reviewing and challenging locally set assumptions • prepares the consolidated Trusts Budgets for approval by the Board • monitors the school’s financial performance and challenges where there are variances to the budget • co-operates with auditors and implements their reasonable recommendations 	<ul style="list-style-type: none"> • receives summary management accounts monthly from the central team to ensure the LGB is fully aware of the school’s financial performance • challenges the school where there are variances to budget and forecasts • contributes to priorities, including the suitability of the staffing structure within the final budget • receives the draft budget and ensures it addresses and meets the needs of the academy, within the financial principles of the Trust • understands and evaluates the impact of restricted funds and reserves. • ensures pupil premium/ sports premium and catch-up funds are being spent appropriately. • reviews the opportunities for revenue generation. 	<ul style="list-style-type: none"> • works closely with the LGB and central team in the preparation of the budget and 3 year forecast for approval by the Board • is responsible for controlling costs and ensuring budget commitments are met • is responsible, with the LGB and central Team, for developing capital expenditure priorities for submission in line with the school’s strategic plan • ensures compliance with all Trust financial policies and procedures • cooperates with auditors and implements their reasonable recommendations

18. Health and Safety

Trustees	Chief Executive and Executive Leadership Team	Local Governing Body	Headteacher
<ul style="list-style-type: none"> • form the corporate body and serve as the employer under the Health and Safety at Work Act 1974 • are responsible for setting overall policies for health and safety that are applicable to all Trust operations • periodically review organisational health and safety performance • ensure adequate resources are made available for the discharge of the employer’s health and safety duties 	<ul style="list-style-type: none"> • appoints a competent health and safety professional to develop health and safety policies and monitor performance • provides health and safety support to all schools • holds schools accountable for health and safety expectations • provides central team staff with the training, information, instruction and supervision as necessary to meet statutory requirements and fulfil their duties in a safe manner 	<ul style="list-style-type: none"> • may appoint a Governor to have specific responsibility for health and safety in the school, reporting to the full LGB as appropriate • monitors, supports and challenges the health and safety performance at the school 	<ul style="list-style-type: none"> • is accountable for health and safety performance within the school • is responsible for the implementation of health and safety policies and for statutory compliance • ensures that all staff within their school have received sufficient training, information, instruction and supervision as necessary to meet statutory requirements and fulfil their duties in a safe manner • is responsible for providing reports on health and safety to the LGB

19. Buildings and Maintenance

Trustees	Chief Executive and Executive Leadership Team	Local Governing Body	Headteacher
<ul style="list-style-type: none"> • review and support the strategic plan for capital expenditure • responsible for ensuring all building and the use of them is done in line with statutory regulations 	<ul style="list-style-type: none"> • develops the wider estates policy in line with the trust’s strategy • provides the Board and schools with professional support, challenge and advice relating to the management of buildings and estates • approves requests for capital expenditure 	<ul style="list-style-type: none"> • monitors the impact of the strategic plan on the quality of the school’s buildings • is responsible, with the Headteacher, for developing priorities for capital expenditure and large scale ‘minor works’ in line with the strategic plan. 	<ul style="list-style-type: none"> • is responsible for the maintenance of the school and facilities, with support from the central team • is responsible, with the LGB, for developing priorities for capital expenditure and large scale ‘minor works’ in line with the strategic plan. • develops curriculum-based

	<ul style="list-style-type: none"> • are responsible for monitoring compliance with statutory regulations relating to premises and accommodation. 		business plans for capital projects
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20. Risk Management

Trustees	Chief Executive and Executive Leadership Team	Local Governing Body	Headteacher
<ul style="list-style-type: none"> • hold overall responsibility for the risk management framework • Regularly review the Risk Register • Review Internal Audit reports as presented 	<ul style="list-style-type: none"> • monitors and manages the strategic risks facing the organisation • maintains, regularly reviews and updates the Trust Strategic Risk Register • ensures Internal Audit function is fit for purpose and regularly carried out • audits school compliance with policy including the existence and regular review of the schools' key risk register 	<ul style="list-style-type: none"> • oversees risk management at the local level, including regular reviews of the school's risk register 	<ul style="list-style-type: none"> • is responsible for risk management at their school, including the maintenance and regular review of a school risk register by Senior Leaders