

TRINITY ACADEMY NEWCASTLE TRUST

Scheme of Delegation

Approved by the Board of Directors – July 2025

Effective from 1st September 2025

Next Review Date – July 2026

Introduction

Trinity Academy Newcastle Trust has overall legal responsibility for the operation of the Trust and its academies. The Board of Directors delegates authority to key groups to ensure and achieve effective leadership and governance of the Trust. This Scheme of Delegation details certain functions to be carried out by one or more of the following

- Members – Ensuring the Board of Directors are exercising effective governance
- Board of Directors – the Board of Directors may decide to form committees to carry out certain functions. The term 'Board of Directors' will include any such committees that may be formed.
- Chief Executive Officer (CEO)
- Executive Leadership Team (ELT) – includes CEO, Head of Academy (Business), Director of Academy improvement and Finance Director
- Local Academy Council (LAC)
- Head of School

While the Scheme of Delegation is designed to be comprehensive, it will not cover every task, it is an evolving document which is updated as changes occur to advisory and decision making responsibilities. Any significant changes are referred to the Board of Directors for agreement. The Executive Leadership Team will review the Scheme of Delegation annually and present it to the Board of Directors for comments and ratification. Additional information about the governance structure is available on the Trust website.

Definitions of words in the Scheme of Delegation

Approve:	Agree for formal acceptance
Arrange:	Put in place
Consulted:	Receive proposal(s) to give viewpoints or recommending change if necessary
Develop:	Plan a proposal, document or strategy
Ensure:	Make certain that a designated action will action occur or take place.
Monitor:	An observation and check against the progress, performance or quality of a designated item over a period of time and/or with a designated frequency
Receive:	Accept information
Report:	Formal statement of fact(s) to provide information, sometimes including impact and outcomes
Review:	A formal assessment of a designated item with the intention of instituting or recommending change if necessary

Function	Members	Board of Directors	CEO & ELT	Local Academy Council	Head of Academy
Academy Organisation		<ul style="list-style-type: none"> Approve changes to 'academy organisation' relating to: <ul style="list-style-type: none"> - Academy meals - Academy Hours – start & finish times - length of Academy day - term dates - age range - capacity increase/ PAN reduction - extended provision - SEND 	<ul style="list-style-type: none"> Collaboratively consider changes to 'academy organisation' relating to: <ul style="list-style-type: none"> - Academy meals - Academy Hours – start & finish times - length of Academy day - term dates - age range - capacity increase/ PAN reduction - extended provision - SEND Develop and submit business cases for changes (to be agreed by Trust Board) 	<ul style="list-style-type: none"> Consulted on changes to 'academy organisation' relating to: <ul style="list-style-type: none"> - Academy meals - Academy Hours – start & finish times - length of Academy day - term dates - age range - capacity increase/ PAN reduction - extended provision - SEND 	<ul style="list-style-type: none"> Propose and collaboratively consider changes to 'academy organisation' relating to: <ul style="list-style-type: none"> - Academy meals - Academy Hours – start & finish times - length of Academy day - term dates - age range - capacity increase/ PAN reduction - extended provision - SEND Lead consultation with stakeholders
Admissions		<ul style="list-style-type: none"> Approve the Trust admissions policy 	<ul style="list-style-type: none"> Develop the Trust admissions policy Consult with Local Authorities on suitable placement of potential learners via panel process Ensure arrangements for hearing admission appeals (through LA) 		<ul style="list-style-type: none"> Develop the Academy prospectus. Ensure admissions arrangements are published as required in accordance with the Academy Admissions and Appeals Codes
Attendance		<ul style="list-style-type: none"> Receive Trust attendance data Review Trust attendance strategy Approve Trust attendance policy Ensure appointment of a lead Director for attendance. 	<ul style="list-style-type: none"> Develop Trust attendance strategy Monitor impact of strategies to achieve pupil attendance targets Monitor the levels of attendance data and report to the Directors Develop the Trust attendance policy for adoption by Directors using Trust attendance strategy 	<ul style="list-style-type: none"> Monitor Academy attendance and pupil absence data Consulted on the Trust attendance policy 	<ul style="list-style-type: none"> Ensure a maintained register of pupil attendance Report on attendance and absence Develop attendance strategies and policy to promote good levels of attendance Consulted on the Trust's attendance policy to adapt to Academy needs
Behaviour		<ul style="list-style-type: none"> Review data and trends across the Trust Approve the Trust's behaviour policy 	<ul style="list-style-type: none"> Ensure collaboration to evaluate the effectiveness of the Trust's Behaviour Policy Review data and trends across the Trust and report to the Directors. Review data on barred parents 	<ul style="list-style-type: none"> Review the Trust's behaviour policy. Monitor the effectiveness of the behaviour policy through KPI's for identification of any areas of concern Consulted on the Trust anti-bullying policy 	<ul style="list-style-type: none"> Develop the behaviour policy for the Trust for consultation by the Local Academy Council Publish the academy's behaviour policy and anti-bullying policy online Power to bar parents from the Academy site for unreasonable conduct Develop and approve Trust's anti-bullying policy for consultation by the Local Academy Council.
Behaviour - Suspensions		<ul style="list-style-type: none"> Review Suspension data Ensure participation in pupil discipline 	<ul style="list-style-type: none"> Develop a Trust Suspension policy Provide advice and support to the 	<ul style="list-style-type: none"> Ensure participation in pupil discipline panel meetings 	<ul style="list-style-type: none"> Approve suspension or permanent suspension of a learner

		<ul style="list-style-type: none"> panel meetings Approve Trust Suspension policy 	<p>Heads of School and LAC on discipline matters.</p> <ul style="list-style-type: none"> Develop a pupil discipline committee when required, to review suspension of a pupil Ensure the arrangement of an Independent Review Panel Ensure the arrangement of case reviews of pupils at risk of permanent suspension Review the overall pattern of suspensions and report to the Trust board on overall trends 	<ul style="list-style-type: none"> Review the pattern of behavior and suspensions at Academy level 	<ul style="list-style-type: none"> Report suspension decisions to the Local Academy Council, Trust and LA Ensure compliance with DfE guidance - <i>Suspension from maintained schools, Academies and pupil referral units in England</i> and Trust Suspension Policy Ensure the publishing of the suspension policy online
Business continuity		<ul style="list-style-type: none"> Ensure assurance that appropriate structures are in place to implement effective emergency planning including incident management, business continuity Receive decision on Trust/academy closures on health and safety grounds 	<ul style="list-style-type: none"> Develop and maintain Trust Emergency Planning and Recovery. Approve decision for Academy closure on Health and Safety grounds 	<ul style="list-style-type: none"> Review critical incident reports and contribute to the evaluation of the effectiveness of the Emergency Planning and recovery plan 	<ul style="list-style-type: none"> Develop and maintain a Academy Emergency Planning and Recovery document Report critical incidents to ELT
Communications		<ul style="list-style-type: none"> Consulted on (Chair only) all press responses identified as a risk to Trust reputation (Academy and Trust level) 	<ul style="list-style-type: none"> Approve all press responses identified as a risk to Trust reputation (Academy and Trust level) in line with guidance from professionals. Approve all press responses throughout the Trust. Develop brand guidelines to be used in all marketing materials trust-wide 	<ul style="list-style-type: none"> Informed on (Chair only) on all press responses at Academy level 	<ul style="list-style-type: none"> Informed on all press responses at Academy level
Complaints		<ul style="list-style-type: none"> Approve Trust's complaints Procedure Review complaints trends across the Trust Ensure participation in panel to review escalated complaints (Stage 3) 	<ul style="list-style-type: none"> Develop a Trust Complaints Policy and Procedure for the Trust Review complaints trends across the Trust and report to the Trust Board and agree remedial strategies to address common issues. Ensure convening and participation of complaints panel for stage 3 complaints in line with guidance 	<ul style="list-style-type: none"> Review complaints trends for Academy and report concerns to the Board Ensure participation in panel to review escalated complaints (stage 3) 	<ul style="list-style-type: none"> Consulted on the Trust Complaints Policy and Procedure for the Trust Ensure publishing of complaints policy on Academy website Ensure management of complaints in line with the Trust Complaints Policy and Procedure. (Stage 1-2) Report complaints trends to the LAC and ELT
Curriculum, performance and standards		<ul style="list-style-type: none"> Develop a Curriculum Committee to maintain oversight of educational performance and related strategies Approve the Trust School Improvement Strategy Approve Trust PHSE policy 	<ul style="list-style-type: none"> Develop and approve a Trust School Improvement Strategy Ensure collaboration with SLT to review the quality of the Academy curriculum and its design to meet the needs of pupils Ensure collaboration with Heads of School to agree the targets for pupil achievement and progress by the Heads 	<ul style="list-style-type: none"> Monitor progress towards Academy performance targets and escalate concerns to the Trust Board, via LAC Chair Monitor progress and attainment data for all pupils, including all groups Consulted on Academy improvement and 	<ul style="list-style-type: none"> Ensure the curriculum delivery is of a consistently high standard. Ensure all curriculum areas are well led and developed to meet the local needs of their children Develop curriculum policies as required by the Academy Develop and implement a curriculum

			<ul style="list-style-type: none"> of School and monitor against targets • Ensure collaboration with SLT to review the quality and accuracy of the Academy self-evaluation information • Ensure collaboration with individual academies that improvement plans address Academy priorities • Monitor and evaluate progress and attainment of Trust data of all pupils, including groups • Monitor and evaluate standards of teaching and learning across the Trust • Develop effective processes for monitoring the quality assurance of teaching and learning, the curriculum, inclusion and the sharing of good practice across the academies in the Trust • Report on progress towards KPIs from Trust Strategies to the Directors. • Report termly to the Directors on performance of all academies • Monitor the KPI figures relating to all Academy and Trust performance • Develop mitigation plans for underperformance in areas of concern • Develop Academy Improvement Groups which drive progress in their specific area. • Ensure collaboration on Trust PHSE policy • Develop curriculum policies as required by the Academy 	<ul style="list-style-type: none"> wider development plans and review progress • Consulted on Trust education strategies • Review academy approaches to assessment, curriculum and inclusion • Consulted on Trust PHSE policy 	<ul style="list-style-type: none"> enrichment outside of the School day • Develop targets for pupil attainment and progress and monitor against targets • Report Academy performance data to the Local Academy Council and Trust in line with reporting requirements. • Consult with the LAC and ELT on key priorities for Academy improvement whole Academy development areas and provide reports against progress • Develop and implement a Academy improvement plan. • Ensure that there are systems in place for a thorough and ongoing self-evaluation. • Monitor and evaluate standards of teaching and learning in academy • Ensure attendance of relevant staff at the Academy Improvement Groups • Develop Trust PHSE policy alongside ELT
Data Protection		<ul style="list-style-type: none"> • Accountable for meeting statutory requirements around data protection and security. • Approve Data Protection policy • Receive data on Freedom of Information requests, subject access requests and data breaches 	<ul style="list-style-type: none"> • Develop data protection strategy and associated policies. • Develop and provide data protection guidelines and standards and oversee academies approach to data protection controls. • Report to the Trust Board on the effectiveness of the data protection strategy. • Arrange appointment of a fully trained Data Protection Officer. • Ensure audit of data protection 	<ul style="list-style-type: none"> • Report data protection concerns to ELT and Board of Directors. 	<ul style="list-style-type: none"> • Ensure required data protection policies are in place and communicated to all staff and volunteers. • Ensure academy meets and implements data protection requirements and standards at academy level. • Report to the Trust and LAC data breaches and subject rights requests.

			<p>compliance across the Trust.</p> <ul style="list-style-type: none"> • Report on the effectiveness of data. • Ensure support for investigation procedures in the event of a breach incident. • Ensure Freedom of Information requests, Subject Access Requests and data breaches are managed well. • Develop strategies and systems to check the effectiveness of data protection within the Trust. 		
Equalities		<ul style="list-style-type: none"> • Approve an Equality & Diversity Strategy and review progress against objectives • Approve Trust Accessibility Plan 	<ul style="list-style-type: none"> • Develop an Equality & Diversity Strategy and objectives • Ensure support for academies to comply with requirements of Equality Act 2010 	<ul style="list-style-type: none"> • Review compliance with Public Sector Equality Duty – equality information and objectives • Review the Trust Accessibility Plan • Consulted on equality information and objectives 	<ul style="list-style-type: none"> • Ensure compliance with Public Sector Equality Duty – publish equality information and objectives • Ensure publishing and reviewing of an Accessibility Plan consulting with the LAC • Review Academy Accessibility Plan
Finance – compliance and risk		<ul style="list-style-type: none"> • Ensure appointment of Accounting Officer • Ensure appointment of a committee with responsibility for finance audit and risk (FAR) • Approve audited financial statements • Approve annual Director report and governance statement as part of statutory accounts • Approve Budget Forecast Return and Budget Forecast Outturn Return submission • Receive, review and challenge monthly consolidated financial performance • Review and agree program of internal assurance based on risk registers • Review and challenge Trust financial risks • Ensure adequate insurance arrangements are in place • Ensure thorough investigation of any reports of fraud 	<ul style="list-style-type: none"> • Review and challenge academies on financial risks • Ensure completion of statutory financial returns to include audited accounts, annual statement on regularity, propriety and compliance, Land and Buildings Return, Annual Accounts Return, Union Facilitation reporting Payment Practices and Gender Pay Gap Reporting, Budget Forecast Return and Budget Forecast Return Outturn • Ensure publication of annual accounts on website and file annual account with Companies House. • Develop, monitor and mitigate Trust Financial Risk Register • Ensure maintenance a register of business interests • Ensure adequate insurance arrangements are in place • Monitor impact and use of Sports and Pupil Premium funding 	<ul style="list-style-type: none"> • Review sports and pupil premium spending and strategy, reviewing the impact of this additional funding. 	<ul style="list-style-type: none"> • Ensure effective deployment of the sports and pupil premium and monitor and report on impact • Review and mitigate against Academy financial risks. •
Financial policies		<ul style="list-style-type: none"> • Approve financial regulations and key financial policies as detailed in the Trust Policy Matrix 	<ul style="list-style-type: none"> • Develop the Trust Financial Regulations • Develop Financial Policies as detailed in 		<ul style="list-style-type: none"> • Ensure compliance with all Financial Policies

			<p>the Trust Policy Matrix, to include reserves and investment conflicts of interest, expenses, fraud, gifts and hospitality, whistleblowing (this is not an exhaustive list).</p> <ul style="list-style-type: none"> • Ensure raising of any concerns about the equity of academies financial probity and compliance with the trust financial regulations. 		<ul style="list-style-type: none"> • Develop and publish the Academy's Charges and Remissions Policy.
Finance – budgets		<ul style="list-style-type: none"> • Approve Trust-wide budgets annually. • Monitor the overall budget in line with Benchmarking Data • Ensure effective financial management of the Trust. • Approve budgets in line with the financial regulations • Approve the mechanism for the academies central contribution charge to The Trust • Approve all staffing structures on an annual basis. 	<ul style="list-style-type: none"> • Ensure analysis, benchmarking and agreeing of annual Academy budget for each academy for submission to Board. • Ensure collaboration with Heads of (budget holders) propose annually all Academy staffing structure proposals for approval for the board • Monitor academies against budget and address variances swiftly. • Monitor progress towards financial targets • Ensure identification of cross Academy efficiencies. • Approve expenditure in line with policy • Approve Academy staff structure • Forecast financial budget outcomes. • Approve expenditure in line with policy • Develop and monitor core Trust budget and recommend central contribution charging mechanism. • Report to and inform the academies of Trust wide purchased goods/services 	<ul style="list-style-type: none"> • Receive appraisal on the financial position of the academy • Consulted on (Chair as a minimum) Academy budgets and report to the LAC • Consulted on Academy budget and staffing structures on an annual basis • Review financial information presented in LAC meetings 	<ul style="list-style-type: none"> • Arrange proposal of Academy budget, in consultation with the CFO , for LAC consultation Trust Board approval annually • Ensure maintenance of expenditure within budget, identifying and delivering financial efficiencies • Ensure collaboration with ELT and approval for expenditure out of approved budget or if in deficit position • Review staffing structure for efficiency and affordability • Ensure meeting financial targets and report any financial vulnerabilities to ELT • Approve expenditure in line with Financial Regulations. • Approve budget of up to in line with financial regulations • Ensure collaboration with ELT to propose all staffing structures and amendments to be approved by the Trust Board
Finance – Assets		<ul style="list-style-type: none"> • Approve Disposal of Assets Policy • Approve disposal of assets in line with the financial regulations • Approve acquisition of assets in accordance with Trust financial policies 	<ul style="list-style-type: none"> • Develop and implement a Disposal of Assets Policy (Financial Regulations) • Maintain and manage the Trust asset register • Approve disposal of assets in line with the financial regulations 		<ul style="list-style-type: none"> • Ensure maintenance and management of the Academy assets in line with the requirements of the Financial Regulations and Disposal of Assets Policy • Approve disposal of assets in line with the financial regulations
Finance – Investments		<ul style="list-style-type: none"> • Approve a Trust Investment Policy and subsequent investments. 	<ul style="list-style-type: none"> • Develop and arrange, pending approval, investment opportunities in line with the principles of the investment policy 		

Finance – Audit		<ul style="list-style-type: none"> • Arrange internal scrutiny program of work • Receive reports (including an annual report) from audit inspections and the review the resulting Action Plan 	<ul style="list-style-type: none"> • Develop recommendations for internal scrutiny and external audit requirements • Ensure internal and external audits are led well and co-ordinated • Ensure establishment and maintenance of procedures for effective audit in accordance with Trust and ESFA requirements • Report to Board of Directors action and response to external and internal audit report requirements • Ensure completion of annual quality assurance audits • Report the Board annually on key findings. Recommendations and conclusions from the internal audit programme • Review and monitor progress against actions and timescales for implementation from Audits 	<ul style="list-style-type: none"> • Receive feedback about the Academy from audit received (where appropriate) 	<ul style="list-style-type: none"> • Ensure compliance with requirements of internal and external audits and internal quality assurance audits • Report on response and action of audit recommendations
Finance – Procurement		<ul style="list-style-type: none"> • Approve expenditure in line with policy • Ensure centrally procured services provide value for money 	<ul style="list-style-type: none"> • Develop a procurement and tendering process • Ensure procurement policies are adhered to across the Trust • Ensure achievement of value for money by purchasing at a Trust level • Approve expenditure in line with policy • Ensure compliance with Procurement guidance in Financial Regulations Manual • Ensure arrangement of the provision of central services – these are non-negotiable services for all academies and include the; finance package, payroll and pensions, insurances, HR, and governance support, and ICT support. 		<ul style="list-style-type: none"> • Ensure value for money is achieved at all times • Approve expenditure in line with policy • Ensure compliance with Procurement guidance in Financial Regulations Manual
Finance – Procedures		<ul style="list-style-type: none"> • Approve opening a new Trust bank account or changing signatories of the existing Trust Bank Account 			<ul style="list-style-type: none"> • Ensure collection of income due to the Academy • Ensure all invoices are paid at each Academy within the correct time frame
Governance - Strategy	<ul style="list-style-type: none"> • Review and approve the Articles of Association 	<ul style="list-style-type: none"> • Approve: <ul style="list-style-type: none"> ○ Scheme of Delegation ○ Terms of reference for the Trust Board and committees 	<ul style="list-style-type: none"> • Review and develop: <ul style="list-style-type: none"> ○ Scheme of Delegation ○ Terms of reference for the Trust Board and committees 	<ul style="list-style-type: none"> • Consulted on the scheme of delegation • Ensure skills audit and annual self- review of LAC performance setting out priorities for improvements in the next academic 	<ul style="list-style-type: none"> • Consulted on the scheme of delegation • Ensure engagement in the Local Academy Council and ensure they

	<ul style="list-style-type: none"> Direct the Board of Directors to take a course if they fail to carry out its core functions Change the name of the Academy Trust To receive an annual report from the Directors and the CEO on the Trust's performance To receive statutory accounts at the AGM To appoint and remove the external auditors 	<ul style="list-style-type: none"> Develop and maintain Board Committees Ensure maintenance of a Board skills audit that informs recruitment and training needs Receive and monitor issues and concerns raised by LAB's through minutes or Chairs Forum Review and Approve Governance policies Review and amend the Articles of Association as required. 	<ul style="list-style-type: none"> Ensure attendance at meetings of the Directors and to provide required reports Develop and ensure governance professional arrangements for the Trust Board and the LAB's Ensure Trust has secure professional advice on behalf of the Directors as may be requested Ensure maintenance of a register of all interests (pecuniary business and loyalty) of the Trust and all academies and publish this in accordance with regulation Ensure there is a suite of relevant CPD for Directors and Local Governors Keep a record of all CPD completed by Directors and Local Governors 	<p>year</p> <ul style="list-style-type: none"> Ensure maintenance of a register of all interests (pecuniary business and loyalty) of Advisory Board Members and publish this in accordance with regulation Report to the Trust Board following each meeting through the minutes 	<p>are consulted on key decisions</p> <ul style="list-style-type: none"> Ensure collaboration with the Chair to prepare appropriately for meetings of the Local Academy Council Report as required to ensure that the LAC are well informed about the academy
Governance – Appointments & Removal	<ul style="list-style-type: none"> Appoint and remove Members Appoint and remove Directors 	<ul style="list-style-type: none"> Ensure election of a Chair and Vice-Chair of the Board each academic year and remove in accordance with Articles of Association Ensure recommendations for Directors appointments go to Members of the Board Approve and remove co-opted committee members and Directors Ensure appointment of link Directors for safeguarding, attendance, SEND & careers and outcomes, School Improvement etc Arrange to remove Local Academy Council Members (other than non- attendance) Arrange to disband an ineffective Local Academy Council Approve chair and vice chair of Local Academy Council 	<ul style="list-style-type: none"> Ensure support recruitment to the Trust Board Support with recruitment to LACs Monitor engagement of LAC member training Report on possibility of removal of LAC Members Monitor the effectiveness of local governance. Proposed the disbandment of an ineffective LAC Ensure arrangements for and conduct parent and staff elections Support with induction of Directors and Local Governors 	<ul style="list-style-type: none"> Ensure management of the recruitment, induction and training of new LAC members Report on possibility of removal of LAC Board members for non-attendance 	<ul style="list-style-type: none"> Ensure vacancies on the LAC are filled with suitable governors Ensure collaboration and play a part in implementation of the induction of new Board Members
HR – Appraisal		<ul style="list-style-type: none"> Approve Trust-wide appraisal arrangements Review the effectiveness of the appraisal arrangements Ensure Directors participate in CEO appraisal process 	<ul style="list-style-type: none"> Develop the appraisal policy and consult with recognised Trade groups through the JCC. Monitor the implementation of the appraisal procedure at local level and quality assure the process to ensure consistent approach, providing training as required 	<ul style="list-style-type: none"> Ensure LAC governors participate in Heads of School appraisal process 	<ul style="list-style-type: none"> Ensure all staff are performance managed Ensure compliance with pay and performance management policies Report overview outcomes of staff performance and pay recommendations to LAB

			<ul style="list-style-type: none"> • Report on the effectiveness of the appraisal policy to the Trust Board • Ensure implementation of the appraisal policy in respect of central staff • Ensure oversight of the implementation of the appraisal and coaching model in academies • Ensure appraisal of Heads of School and staff with cross Trust responsibility • Ensure collaboration for Heads of School performance management with LAC participation and agree pay progression • Monitor staff Academy IP targets and review pay recommendations presents by Heads of School 		
HR – Pay		<ul style="list-style-type: none"> • Approve pay policy annually including determining pay ranges, pay point values • Approve and monitor special staff severance payments above the statutory or contractual entitlement. (payments over £50k must be authorised by ESFA) • Ensure Trust Leader performance management and salary review • Ensure strategy for appeals panels Trust Leader pay appeals • Ensure representation on hearing and appeal panels 	<ul style="list-style-type: none"> • Develop pay policy and consult with recognised Trade Union groups through the JCC and EPM • Ensure adherence to the specified HR policy in respect of Head Teachers • Develop and lead organisational change and restructuring proposals 		<ul style="list-style-type: none"> • Ensure implementation of the specified HR policies for all staff • Ensure collaboration on significant HR matters to ELT for further support and guidance
HR – Policies		<ul style="list-style-type: none"> • Approve HR policies as delegated in the Trust Policy Matrix • Ensure implementation policy in respect of the Trust Leader • Ensure participation in hearing and appeals panels 	<ul style="list-style-type: none"> • Ensure HR policy development and consultation with recognised Trade Union groups • Develop policy in respect of central Trust staff • Ensure panels for hearings and appeals • Ensure guidance and support to individual academies • Ensure implementation the specified HR policy in respect of Heads of School 	<ul style="list-style-type: none"> • Ensure participation in hearing and appeals panels 	<ul style="list-style-type: none"> • Ensure representation on hearings and appeals panels
HR – Recruitment		<ul style="list-style-type: none"> • Approve terms and condition of employment • Approve Trust senior management structure 	<ul style="list-style-type: none"> • Arrange advise on Academy staffing structures • Develop terms and condition of employment and carry out formal 		<ul style="list-style-type: none"> • Develop Academy staffing structure with advice from ELT • Report proposed changes to model staffing structure to ELT through

		<ul style="list-style-type: none"> • Approve the Trust Leader and support the recruitment of other senior central posts • Ensure representatives on recruitment panel for Heads of School and other senior appointments as needed. 	<ul style="list-style-type: none"> • consultation with recognised Trade Unions and affected stakeholders • Develop Staff Handbook • Develop Academy staffing structure models and approve exceptions to the model • Develop central staff structure • Ensure appropriate recruitment for central and Heads of School roles • Ensure appropriate recruitment staff with cross Trust responsibilities • Develop succession plan for ELT and Heads of School • Ensure representation in recruitment process for SLT appointments • Ensure the recruitment process for Heads of School appointments • Ensure and advise and engage the LAC in Heads of School recruitment plans • Approve the deployment of staff with cross Trust responsibilities • Ensure pre-recruitment checks 		<p>ICFP process</p> <ul style="list-style-type: none"> • Report to the Local Academy Council on key staffing changes and appointments • Ensure appointment of senior leaders in conjunction with ELT with support from the LAB • Ensure appointment of teaching and support staff within agreed Academy staffing structure
ICT & Cyber security		<ul style="list-style-type: none"> • Approve the Trust Digital and Cyber security strategy • Ensure relevant training is undertaken by members of the Trust Board 	<ul style="list-style-type: none"> • Develop and implement the Trust Digital and cyber security strategy and associated policies. • Report to the Board annually on the effectiveness of the Digital and cyber security strategy • Develop Acceptable Use Policy for staff and pupils • Ensure IT procurement for whole Trust initiatives and IT technical support services • Ensure suitable training is available for Directors, ELT and Local Governors 	<ul style="list-style-type: none"> • Receive termly updates on cyber security • Ensure relevant training is undertaken by members of the Local Academy Council 	<ul style="list-style-type: none"> • Ensure compliance with the principles in the Trust Digital strategy and cyber security strategy and associated policies • Ensure implementation of the Acceptable Use Policy with pupils and staff • Ensure sufficient technical support to meet the Academy needs
Operations: Health & Safety		<ul style="list-style-type: none"> • Ensure meeting statutory Health and Safety requirements • Approve Trust Health and Safety Policies • Monitor compliance and effectiveness of Health and Safety policy 	<ul style="list-style-type: none"> • Develop and maintain schedule for Health and Safety policy review • Develop Health and Safety policy, procedures and linked risk assessments • Review H and S audits and progress towards actions 	<ul style="list-style-type: none"> • Monitor Health and Safety and first aid incidents • Receive and monitor health and safety termly reports • Approve a link health and safety governor 	<ul style="list-style-type: none"> • Ensure implementation of Health and Safety policy and procedures and ensure that appropriate risk assessments are being carried out, reviewed and stored appropriately • Ensure all staff are aware of their

			<ul style="list-style-type: none"> • Monitor health and safety issues and incidents, provide support at Trust level when necessary • Ensure all academies are compliant in terms of maintenance checks and health and safety arrangements • Approval of residential and non-residential educational visits • Review first aid incidents frequency and subsequent actions 		<p>Health and Safety responsibilities and receive appropriate training</p> <ul style="list-style-type: none"> • Ensure statutory compliance checks are undertaken (asbestos, legionella, PE, equipment etc.) • Ensure Health and Safety action plans are actioned from workplace inspections and audits • Ensure appointment of Educational Visits Co-ordinator to manage trips and activities • Ensure all first aid incidents are appropriately recorded • Ensure staff have appropriate and up to date training in line with guidance • Arrange and monitor residential and non-residential visits
Partnerships/ Central Services		<ul style="list-style-type: none"> • Review and challenge the performance of partnership against KPIs and strategic priorities 	<ul style="list-style-type: none"> • Approve entering into, or withdraw from, a formal partnership • Arrange the scope of central services to be delivered by the Trust • Ensure opportunities are forged to create new partnerships inside and outside of education for the betterment of TANMAT academies 		<ul style="list-style-type: none"> • Develop relationships with other academies and organisations, educational and non-educational, for the betterment of academies
Premises		<ul style="list-style-type: none"> • Monitor delivery against the capital programme. • Approve/reject proposals for the acquisition/disposal of land/buildings 	<ul style="list-style-type: none"> • Develop the Trust Premises Strategy • Ensure commission of Academy condition surveys to inform capital priorities • Develop and maintain a building maintenance plan to ensure that all property remains 'fit for purpose' • Ensure and specify project management arrangements for major capital projects • Review the academy's routine compliance audits and the implementation of action plans • Develop in collaboration with the ELT ongoing maintenance and capital works in line with strategy 	<ul style="list-style-type: none"> • Receive proposed capital priorities and premises developments • Receive capital build project updates 	<ul style="list-style-type: none"> • Ensure collaborative work with ELT to maintain a 3-year Academy Premises Development Plan and ensure proposed capital expenditure priorities are submitted to the Trust • Update with Local Academy Council on capital priorities and developments • Engage in capital build projects as authorised • Ensure compliance with procurement and building maintenance regulations at Academy level
Pupil Premium		<ul style="list-style-type: none"> • Review the effectiveness of the use of the pupil premium across Trust 	<ul style="list-style-type: none"> • Ensure support for academies to review the impact on outcomes of pupil 	<ul style="list-style-type: none"> • Review and challenge the Academy strategy for pupil premium, PE and 	<ul style="list-style-type: none"> • Ensure the effective deployment of the pupil premium and monitor

		<ul style="list-style-type: none"> 	<p>premium strategies and funding</p> <ul style="list-style-type: none"> Report to Board on the effective use of the pupil premium across Trust in terms of educational outcomes and narrowing the achievement gap 	<p>grants expenditure, reviewing the impact of the additional funding</p>	<p>and report on impact in conjunction with ELT</p> <ul style="list-style-type: none"> Ensure publication of a Pupil Premium Strategy on the Academy website in compliance with DfE requirements
Risk Management		<ul style="list-style-type: none"> Review and challenge Trust risk register and mitigation plans Approve Trust risk register 	<ul style="list-style-type: none"> Develop risk framework and policy. Develop and maintain a Trust risk register and effective mitigations Develop and oversee the academy's risk register and mitigation plans to ensure appropriate action is taken Ensure identification of Trust wide risks arising from Academy risk registers and reporting them to the ET/Board 	<ul style="list-style-type: none"> Review academy risk register and mitigation plans 	<ul style="list-style-type: none"> Develop and maintain an academy risk register and effective mitigation plan
Safeguarding		<ul style="list-style-type: none"> Approve Trust-wide safeguarding/child protection policies. Approve Trust First Aid policy. Ensure management of allegations against the Trust Leader. Approve a designated Board member as Safeguarding Link Director Approve a Safeguarding committee to oversee safeguarding across the Trust. Receive and Review Safeguarding Audit report and monitor progress of the action plan 	<ul style="list-style-type: none"> Develop key policies to include: Safeguarding/Child Protection Policy, Educational Visits, Supporting Pupils with Medical Conditions, Visitors, Safer Working Practice for Staff. Ensure an annual compliance and effectiveness audit within each academy. Report on trends and concerns across the Trust, report findings to Directors and direct remedial action Monitor academies are dealing with issues appropriately and provide support to Heads of School, and Designated Safeguarding Leads Approve external support and Trust Safeguarding Lead to provide oversight and support to Academy designated safeguarding leads (DSL) Ensure internal and external rapid response support for staff allegations Ensure management of allegations against Heads of School and central team Ensure support is in place through the CPOMS escalation button Develop an annual safeguarding action plan from Trust external audit and report progress to the committee 	<ul style="list-style-type: none"> Review the effectiveness of safeguarding procedures Review safeguarding issues that are affecting the operation and development of the academy Receive Safeguarding Audit report and monitor progress of the action plan 	<ul style="list-style-type: none"> Ensure safer recruitment requirements are completed and the single central record (SCR) is maintained Ensure Heads of School and other recruiting staff must complete and update safer recruitment training Ensure the Academy complies with the safeguarding policies and report all serious incidents to the LA, children's social care or LSCB as appropriate Report incidents, trends, referral frequency and training needs to the LAB Approve a designated safeguarding lead ensuring the role is compliant with statutory guidance Approve a designated teacher to support looked after children and to ensure the role is compliant with statutory guidance Develop a robust staff training plan

Stakeholder engagement		<ul style="list-style-type: none"> Review staff survey results and Trust wide action plan. Review mechanisms in place for parent and staff engagement. 	<ul style="list-style-type: none"> Develop annual staff survey and report results and actions to the Trust Board. Develop Trust wide parent and learner surveys and report results and actions to the Trust Board. Ensure management of external relationships with local authorities and the Regional Director (DfE). Ensure support for Academy engagement with parents and the wider community. Monitor staff survey actions plans to address Trust-wide issues. Monitor progress against staff survey action plans 	<ul style="list-style-type: none"> Review results of staff survey and action plan. Ensure support for engagement with parents, pupils, community and LA. Review results of parent and learner surveys and action plans. Monitor parent and learner engagement strategies Review the results of pupil surveys. 	<ul style="list-style-type: none"> Ensure implementation of annual staff survey and subsequent action plan. Develop and maintain effective engagement and communication with parents and the wider community. Develop and maintain effective learner engagement strategies (survey, student council, etc).
SEND & EHCPs		<ul style="list-style-type: none"> Review and assess the impact of SEND provision across the Trust Review and approve the Trust SEND policy 	<ul style="list-style-type: none"> Develop a Trust wide SEND strategy and report to the Directors on its effectiveness. Review KPIs across the Trust for identification of any areas of concern for referral to the Directors. Support academies to ensure SEND funding is meeting the needs of SEND pupils across the Trust. 	<ul style="list-style-type: none"> Monitor the impact and effectiveness of the SEN policy Review and approve the SEN information report and ensure compliance with the SEND Code of Practice. Review Academy accessibility plan and its implementation, ensuring compliance with the requirements of the SEND policy 	<ul style="list-style-type: none"> Ensure provision for SEND learners in line with the SEND Code of Practice and individual EHCPs Report to the LACs on the impact and effectiveness of the SEN policy at least annually Ensure designated teacher to be responsible for the operation of the SEND policy and coordination of SEND provision and EHCP annual reviews. Ensure publication of the 'Academy information report' for review by the LACs and publication. Ensure compliance with the relevant SEND legislation including and SEND Code of Practice and Equality Act 2010. Develop an Academy SEND Local offer.
Vision, Values and Strategy		<ul style="list-style-type: none"> Approve the Trust Vision and values. Ensure the preservation of the character of the academies. Approve Trust Strategic Objectives. Review progress of the Trust against its strategic objectives and KPIs. Approve Trust wide strategies. Approve a Trust Policy matrix. 	<ul style="list-style-type: none"> Develop and communication the Trust vision and values to academies. Ensure contribution to the revision and development of vision, values and strategy through consultation. Develop strategic objectives for the Trust. 	<ul style="list-style-type: none"> Ensure contribution to the revision and development of the Trust and Academy vision, values and strategy. Monitor and support the implementation of the vision and ethos of the academy. Consulted on Academy strategic objectives annually 	<ul style="list-style-type: none"> Ensure contribution to the revision and development of the Trust and academy vision, values and strategy. Develop, monitor and support the implementation of the vision and ethos of the academy at a local level.

		<ul style="list-style-type: none"> • Approve Trust growth decisions. 	<ul style="list-style-type: none"> • Ensure deliverance on strategic objectives for the Trust in partnership with the academies. • Report progress against strategy and KPIs to the Board • Review and challenge progress of the academies against its strategic objectives and KPIs • Develop a Trust Policy Matrix • Develop Trust growth opportunities following agreed due diligence protocols • Ensure consideration of requests, conduct due diligence and make recommendations to the Board for new academies. 	<ul style="list-style-type: none"> • Review progress again Academy strategy and KPIs. • Ensure compliance with requirements of the Trust policy matrix. 	<ul style="list-style-type: none"> • Monitor and support the implementation of the vision and ethos of the Trust at a local level. • Consulted on Academy strategy objectives annually. • Review progress against academy strategy and KPIs. • Ensure compliance with requirements of the Trust Policy Matrix. • Develop academy strategic objectives and improvement plans • Report progress to the Local Academy Council. • Ensure Trust-wide policies link to academy policies.
Website Compliance		<ul style="list-style-type: none"> • Receive report on website compliance 	<ul style="list-style-type: none"> • Ensure collaboration of academies to ensures Trust's compliance with DfE requirements 	<ul style="list-style-type: none"> • Review report on Trust's compliance with DfE website requirements 	<ul style="list-style-type: none"> • Ensure statutory information is published on the Trust website and maintain its compliance, including required details of governance arrangements, performance, financial and equality data. • Report of the website compliance to the LAC and ELT