



**Scheme of Delegation,  
Terms of Reference &  
Appointment of Staff**

**Updated: September 2023**

**Approved by Trustees: 12 September 2023**

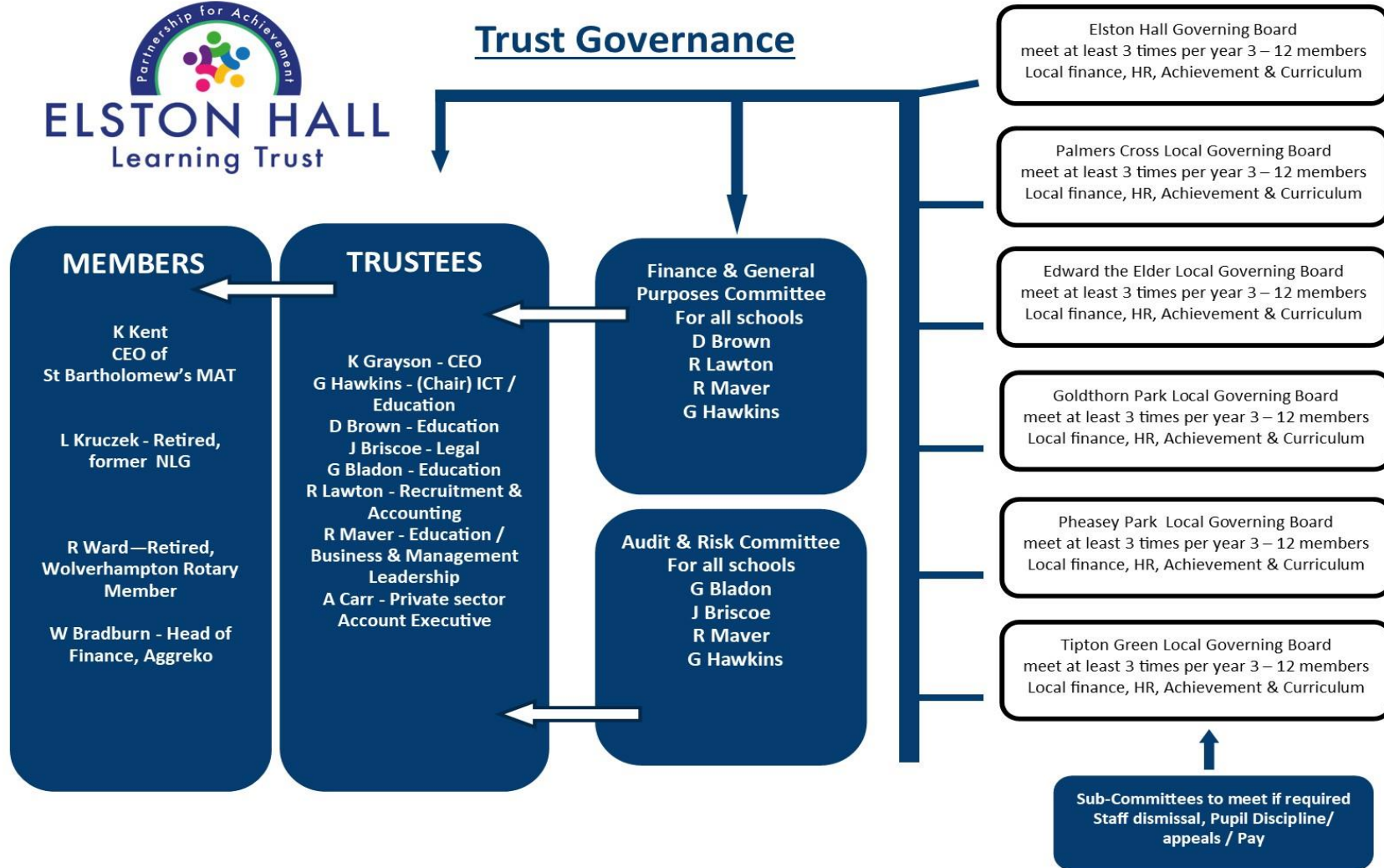
**Review Date: July 2024**

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## Trust Governance



## **Roles and Responsibilities**

### **Members**

The Members of the Trust are guardians of the governance of the Trust and must ensure it carries out its charitable objective.

There must be at least three Members though EHLT acknowledge and aim to comply with the DfE preference of five; Members are not permitted to be employees of the Trust.

The Members agree the Trust's Articles of Association and the Objects of the Trust, appoint Trustees and appoint the Trust's external auditors. The Members can change the name of the Trust and ultimately can pass a resolution to wind up the Trust.

The Members should receive information about the Trust's business and receive the annual report and accounts. If they have concerns that the Trust is not carrying out its charitable objective, Members should remove Trustees that are failing to fulfil this responsibility.

### **Trustees**

The Trust is a charitable company. Trustees are both charity Trustees (within the terms of section 177(1) of the Charities Act 2011) and company directors (within the terms of section 250 the Companies Act 2006).

Trustees are bound by both charity and company law. The terms 'Trustees' and 'Directors' are often used interchangeably, although at EHLT we use the term Trustee.

Trustees are responsible for the general control and management of the Trust, and in accordance with the provisions set out in the Articles of Association and its funding agreement, are legally accountable for all statutory functions and for the performance of all the schools within the Trust; they do this by carrying out the core governance functions.

The board of Trustees must approve a written scheme of financial delegation and as EHLT choose to delegate to committees (Finance & General Purposes and Audit & Risk) as well as academy committees (Local Governing Boards), the Trustees must approve this written Scheme of Delegation and committee terms of reference.

The Trust creates information pathways between the Trust Board, the LGBs and the chief executive so that LGBs can share with them any concerns (or celebrations) they may have.

### **Trust Board Committees**

Trustees delegate some governance functions to their committees. Elston Hall Learning Trust has the following committees:

- Finance & General Purposes Committee
- Audit & Risk Committee

Terms of reference for these Committees are set out below.

### **Local Governing Boards (LGBs)**

Trustees delegate some governance functions to Local Governing Boards (LGBs). The Articles of Association do not require Trustee membership as part of LGBs and by committing to the separation of individuals on each tier in the governance structure, the Trust is able to demonstrate transparent decision making and prevent bias and conflicts from emerging, thus strengthening the governance checks and balances within the Trust. At times it may be appropriate for Trustees to provide support to LGBs through interim appointments to the LGB or attendance at meetings.

Elston Hall Learning Trust opt for parent representation to be at school level with parents elected to sit on the LGBs as opposed to Trust wide elections for parent Trustees.

Being close to and representative of the community the school serves, the LGBs should be:

- a valued point of consultation and representation in the development of Trust policies;
- the recipients of detailed information about how their schools are being managed;
- tasked with scrutinising management information thus providing assurance to Trustees that the school is:
  - operating within the ethos and values of the Trust and creating a positive climate for all stakeholders;
  - working within agreed policies;
  - meeting the agreed targets;
  - engaging with stakeholders; and
  - acting as an ambassador for the Trust.

The Trust Board should demonstrate the value they put on local governance by ensuring effective channels of communication between Trustees and LGBs, as well as providing specific training and development programmes for all involved in the governance of the Trust.

Terms of reference for the LGB are set out below.

### **Chief Executive (CE)**

The Trustees delegate the day-to-day management of the Trust to the CE, line managing them in line with the Trust's appraisal and performance management policies. The CE is also the accounting officer and not only responsible for the performance of the Trust as a whole,

but has a personal responsibility to parliament for the regularity, propriety and value for money, and for assuring the Trust Board about compliance with the funding agreement and the Academy Trust Handbook.

The CE will be responsible for the leadership and management of the central executive team and the schools' headteachers and will report to the Trust Board and its committees.

The CE may delegate elements of Trust business to the Executive Leader for Teaching & Learning, the Trust Business Manager (designated CFO) and to other Trust Leaders as appropriate.

### **Headteachers**

The CE delegates the day-to-day management of the Trust's schools to the Headteachers, line managing them in accordance with the Trust's appraisal and performance management policies.

Headteachers share information about how the Trust is managing the school with the LGB so that they build an understanding about how the school operates and are enabled to monitor and scrutinise how key policies and improvement plans are working in practice.

Key	
A Accountable (and approver)	Answerable for the task being delivered. Delegates the task to those responsible. There should be only one group/person accountable for each task/decision.
R Responsible	Responsible for the delivery. Does the work to achieve the task. Can be shared between groups/individuals.
C Consulted	Needs to be involved before the decision is made. Communication is two-way.
Red	Statutory expectation or necessary to comply with Articles of Association or funding agreement.

1) Governance		Members	Trust Board	CE	LGBs	Headteachers
1.1	Appoint/remove Members	A/R				
1.2	Appoint/remove Trustees	A/R	C			
1.3	Elect chair of Trustees		A/R			
1.4	Appoint and remove Trust Board committee chairs		A/R			
1.5	Establish and review Trust governance structure		A/R	C		
1.6	Agree named safeguarding Trustee		A/R			
1.7	Agree named SEND Trustee		A/R			
1.8	Approve the LGB for new schools		A/R	C	C	
1.9	Elect LGB chair – Good or Outstanding Schools			C	A/R	
1.10	Appoint LGB chair – schools in a category		A/R	C	C	C
1.11	Appoint/remove Local Governors		A	C	R	
1.12	Disband ineffective LGB and approve interim arrangements		A/R	C		C
1.13	Appoint Trust governance professional and clerk for Trust Board and Committees / LGBs		A	R		
1.14	Articles of Association: review		A/R			

1.15	Approve Articles of Association:	A/R	R/C			
1.16	Agree committee terms of reference		A/R	C	C	C
1.17	Complete annual review of Scheme of Delegation, including the scheme of financial delegation		A	R		
1.18	Complete Trust Board self-review		A/R			
1.19	Complete review of local governance	C	A	R	C	C
1.20	Publish governance arrangements on Trust and schools' websites		A	R		
1.21	Ensure Trust website is compliant and effective		A	R		
1.22	Ensure school websites are compliant and effective		A	A		R
1.23	Submit annual report on the performance of the Trust to Members and publish		A	R		
1.24	Commission external review of board effectiveness every three years	C	A/R	C		
1.25	Annually report work of LGB: submit to Trust and publish		A	C	C	R

2) Vision & Strategy		Members	Trust Board	CE	LGB	Headteachers
2.1	Determine Trust's vision, strategy and key priorities		A	R	C	C
2.2	Apply Trust vision and strategy to individual schools		A	R	C	R
2.3	Determine and approve Trust-wide policies in line with Trust Policy overview and DfE approval guidelines		A	R		
2.4	Determine and approve school level policies in line with DfE approval guidelines		A	R	R	R
2.5	Establish risk register and conduct regular review		A	R		
2.6	Ensure engagement with stakeholders		A	R	R	R
2.7	Consider requests from schools to join the Trust		A	R		



3) Finance and Operations		Members	Trust Board	CE	LGB	Headteachers
3.1	Appoint and remove external auditors	A/R	C	C		
3.2	Receive external auditors report	A/R	C			
3.3	Action recommendations made by external auditors		A	R		R
3.4	Produce annual report and accounts in line with the Charity Commission's Statement of Recommended Practice		A	R		
3.5	Submit ESFA required reports and returns		A	R		
3.6	Agree budget plans to support delivery of Trust strategic priorities		A	R		
3.7	Agree budget plans to support delivery of school strategic priorities		A	R	R	R (for school)
3.8	Monitor Trust and school budgets		A	R		R (for school)
3.9	Conduct benchmarking and Trust-wide value for money evaluation		C	A/R		
3.10	Agree reporting and monitoring arrangements for Trust and school budgets		A	R	C	C
3.11	Appoint internal auditors		A	R		
3.12	Comply with all GDPR legislation and good practice		A/R	R	R	R
3.13	Determining and allocating central services provided to schools, and overseeing their effectiveness		A	R	C	C

3.14	Procurement – Trust wide and school		A	R		R
3.15	Comply with funding agreement and all regulations which affect the Trust		A	R	A (for school)	R (for school)

4) Human Resources		Members	Trust Board	CE	LGB	Headteachers
4.1	Appointing staff	Refer to Appointment of Staff Grid				
4.2	Performance manage CE		A/R			
4.3	Agree CE pay and reward		A/R			
4.4	Conduct executive team performance management		A	R		
4.5	Conduct headteacher performance management		A	R	C	
4.6	Agree headteachers and Trust staff pay and reward		A	R	C	
4.7	Review and agree teachers' pay progression		A	C	A	R
4.8	Determine executive and central team staffing structures		A	R		
4.9	Determine school staffing structure			A	C	R
4.10	Trust pay policy, terms and conditions of employment		A	R		
4.11	Establishing and reviewing Trust HR policies		A	R		C
4.12	Determine disciplinary and capability policies		A	R		
4.13	Implement disciplinary and capability procedures – CE		A/R			
4.14	Implement disciplinary and capability – central team		A	R		

4.15	Implement disciplinary and capability procedures – schools		A	C	C	R
4.16	Approval of exit payments/early retirement/pension discretion		A	C		
4.17	Maintain effective employee records (Trust staff)			A/R		
4.18	Maintain effective employee records (school staff)			A		R
4.19	Training programme for Trustees and LGB		A	R		

5) Education and School Operations		Members	Trust Board	CE	LGB	Headteachers
5.1	Approve Trust curriculum/school curriculum and curriculum policy		R	A		C
5.2	Ensure high standards of teaching and learning		A	R	C	R (for school)
5.3	Delivery of curriculum			A		R (for school)
5.4	Safeguarding effectiveness		C	C	A	R
5.5	Pupil Premium effectiveness		A	R	A (for school)	R (for school)
5.6	Set targets for Trust outcomes		A	R		
5.7	Plan and deliver individual school improvement interventions and strategies		A	R	C	R
5.8	Review permanent and fixed term exclusions		A	R	C	R
5.9	Agree admissions policy		A	R	C	C
5.10	Admissions appeal process		A	R	C	C

5.11	Determine complaints policy		A/R	C	C	
5.12	Implement complaints procedures		A/R	R	R	R
5.13	Pupil Issues including attendance, exclusions, punctuality and disciplinary matters		C	C	A	R
5.14	Setting Term dates, length of school day and INSET days		C	A/R	C	C
5.15	School Meal Standards		A	R	C	R

6) Premises and Health & Safety		Members	Trust Board	CE	LGB	Headteachers
6.1	Develop and maintain facilities and estates strategy		A	R	C	C
6.2	Maintaining buildings, grounds and security		A	R	R	R
6.3	Ensure Health & Safety compliance		A	R	R	R

<b>Scheme of Financial Delegation</b>	<b>Full Trust Board</b>	<b>Finance &amp; General Purposes Committee</b>	<b>CE / Executive Leader</b>	<b>LGB</b>	<b>Headteachers</b>	<b>Trust Business Manager</b>
Approval of Non-Staffing Expenditure or Contracts		£50k plus	Up to £50k		Up to £15k	Up to £15k
Approval of Capital Expenditure		£50k plus	Up to £50k		Up to £15k	Up to £15k
Conversion of Revenue to Capital	Unlimited		Up to £150k			
Severance Payments (up to ESFA prescribed limits as per ATH)	Up to £50k		Up to £20k			
Severance Payments (with pre-approval from ESFA as per ATH)	✓					
All Operating Leases		£50k plus	Up to £50k		Up to £15k	Up to £15k
Disposal of Assets and Bad Debt Write-Off <b>Over £45k requires pre-approval from ESFA as per ATH</b>	Unlimited	Unlimited	Up to £20k		Up to £1k	Up to £1k
Authority to accept a quotation other than the lowest	✓	✓	✓			✓
Authority to accept a tender other than the lowest	✓	✓	✓			✓
Investments – deposit of funds to investment platform (refer to Investment Policy)	✓	✓	✓			✓

## **General Provisions for all Meetings of Trust Board, Committees and LGBs**

### **Meetings**

Meetings will be convened ahead of each academic year and dates set in agreement between the CE / Headteacher and Chair. Any additional meetings may be convened as needed, in agreement with the Chair.

The agenda will be drawn up by the Clerk in conjunction with the Chair and the CE / Headteacher and will be circulated at least 7 days in advance of the meeting via Governor Hub.

The meetings are clerked by the Clerk to the Trust Board though the HR & Governance Leader may at times act as clerk for meetings.

Every item to be decided at a meeting shall be determined by a majority vote of the Trustees / Governors present. Where there is equal division of votes, the Chair of the meeting shall have a casting vote. A Trustee / Governor may not vote by proxy.

### **Resolutions & approvals**

In order to not delay essential business to be carried out, decisions and approvals may be made outside of a meeting via email or Governor Hub if delaying the decision would hold up such business. A decision agreed outside of a meeting must have agreement from the same number of Trustees / Governors as the quorum as a minimum. A written resolution must be drawn up by the Clerk / HR & Governance Leader and signed electronically by all Trustees / Governors required to pass the resolution. The resolution must then be presented at the next meeting of the Trust Board / Committee / LGB.

Chairs may use 'Chair's action' to approve an urgent item delegated to the Committee / LGB, which if not approved, could have a serious detrimental effect on the school or Trust.

All decisions made outside of a meeting, including 'Chair's action' must be reported at the next meeting.

### **Minutes**

At each meeting the previous minutes will be considered and if agreed to be accurate, signed by the Chair and approved.

**Terms of Reference - Finance & General Purposes Committee**

Membership, appointment and removal	<p>5 Trustees including the CE to be appointed by the full Trust Board.</p> <p>Any Trustee can be invited to ensure a quorum.</p> <p>The full Trust Board may remove any member of the committee.</p>
Quorum	3 Trustees not including the CE.
Chair & Vice Chair	To be elected or appointed annually ahead of each new academic year by either the full Trust Board or the committee.
Purpose	<p>The purpose of this committee is to assist the decision making of the Board of Trustees, by enabling more detailed consideration to be given to the best means of fulfilling the Trust Board's responsibility to ensure sound management of the Trust's finances and resources, including proper planning, monitoring and probity. To make appropriate comments and recommendations on such matters to the Board of Trustees on a regular basis.</p> <p>General purposes include those matters relating to personnel, premises, maintenance, buildings and environment for each school within the Trust which are delegated by the Board of Trustees.</p>
Frequency of meetings	Three a year as a minimum, however the Trust currently opt to hold one per month during term time.
Responsibilities	<ol style="list-style-type: none"> <li>1. Have due regard and carry out functions in line with requirements of the ESFA, Academy Trust Handbook, Funding Agreements and Scheme of Delegation and Scheme of Financial Delegation.</li> <li>2. Review budgets annually for the Trust and each school, ensuring resources are allocated in line with the Trust's strategic priorities and school development plans.</li> <li>3. Present the annual budgets to the Trust Board for approval.</li> <li>4. Review and approve, annually, a realistic three-year financial plan, taking into account the Trust's vision, known risks and opportunities.</li> <li>5. Receive the Trust's monthly management accounts and TBM reports in order to monitor the Trust's cash position and income and expenditure against the approved budget.</li> <li>6. Review pupil number estimates (that underpin revenue projections).</li> <li>7. Report back to each meeting of the Trust Board, alerting them to potential problems and significant variations to the approved budget at the earliest opportunity.</li> </ol>

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|  | <ol style="list-style-type: none"><li>8. Ensure that the Trust Board's approach to pay and benefits is transparent, proportionate and justifiable.</li><li>9. Develop a framework for the pay of the senior executive leader and the leadership team.</li><li>10. Comply with statutory requirements to publish Trust staff rates of pay and benefits.</li><li>11. Ensure that sufficient funds are allocated for staff pay increments.</li><li>12. Expenses policy for Trustees, Members and Governors if applicable.</li><li>13. Monitor spending of pupil premium, PE and sport premium (and other relevant premiums); ensure that funding is spent effectively and is having the intended impact on pupil outcomes.</li><li>14. Review and approve any adjustments to the Trust's approved budget.</li><li>15. Approve expenditure for sums over £50,000 – sums below this amount are delegated to the CE.</li><li>16. Undertake detailed scrutiny and recommend approval of the school resource management self-assessment checklist annually.</li><li>17. Review and act upon any issues identified by benchmarking against similar trusts, internal or external scrutiny.</li><li>18. Ensure that the Trust follows basic procurement rules and achieves best value for money when acquiring goods and services.</li><li>19. Review the annual report and accounts.</li><li>20. Review, approve and adopt any Trust policies delegated by the Trust Board.</li></ol> |
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### Terms of Reference - Audit & Risk Committee

Membership, appointment and removal	<p>5 Trustees not including the CE to be appointed by the full Trust Board.</p> <p>Any Trustee other than the CE can be invited to ensure a quorum.</p> <p>The full Trust Board may remove any member of the committee.</p>
Quorum	3 Trustees not including the CE.
Chair & Vice Chair	To be elected or appointed annually ahead of each new academic year by either the full Trust Board or the committee. The Chair of Trust Board must not also be the Chair of this committee.
Purpose	The Committee will direct the Trust's programme of internal scrutiny. They will ensure that risks are being addressed appropriately through internal scrutiny and report to the Trust Board on the adequacy of the Trust's internal control framework, including financial and non-financial controls and management of risks.
Frequency of meetings	Three a year as a minimum.
Responsibilities	<ol style="list-style-type: none"> <li>1. Support development and review of the Trust's risk management policy, setting out the framework the Trust has adopted for risk management.</li> <li>2. Oversee and approve the Trust's programme of internal scrutiny and ensure risks are being addressed appropriately.</li> <li>3. Evaluate the adequacy of the Trust's internal control framework, including financial and non-financial controls and management of risks and report this to the Trust Board.</li> <li>4. Assess whether procedures are designed effectively and efficiently, and check whether agreed procedures have been followed.</li> <li>5. Review the external auditor's plan each year.</li> <li>6. Review the auditor's findings and actions taken by the Trust's Executive and Senior Leaders in response to those findings.</li> <li>7. Review findings from other assurance activities by third parties including ESFA financial management and governance reviews, funding audits and investigations.</li> <li>8. Assess the effectiveness and resources of the external auditor – refer to section 4.17 of ATH.</li> <li>9. Produce an annual report of the committee's conclusions on the above assessment to advise the board of Trustees and Members, including recommendations on the reappointment or dismissal or retendering of the external auditor, and their remuneration.</li> </ol>

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|  | <ol style="list-style-type: none"><li>10. To seek assurance that the risks identified are those which may occur, for example, operational risk, financial risk, compliance risk, regulatory and legal risk, major accident.</li><li>11. Review the ratings and responses on the risk register to inform contingency and business continuity planning and the programme of work, ensuring risks and control measures are adequately identified and modified as appropriate.</li><li>12. Provide reports for each full Trust Board meeting, highlighting emerging risks or significant anomalies at the earliest opportunity.</li><li>13. Appoint internal auditors.</li><li>14. Recommend to Members the appointment of an external auditor (in accordance with the Trust's articles of association).</li><li>15. Receive the external auditors' annual plan, annual report, and accounts and recommend appropriate actions to the Trust Board in response to the findings.</li><li>16. To review the Trust's insurance cover in compliance with its legal obligations.</li><li>17. Review, approve and adopt any Trust policies delegated by the Trust Board.</li></ol> |
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## Terms of Reference - Local Governing Boards

Membership & Constitution	<p>Minimum of 3, maximum 12.</p> <ul style="list-style-type: none"> <li>➤ <b>1 Ex Officio</b> – Headteacher (a new Headteacher will automatically become the ex-officio Governor upon appointment).</li> <li>➤ <b>2 Staff Governors</b> - To be elected by staff. Trustees may appoint Staff Governors if needed or upon conversion of a new school.</li> <li>➤ <b>2 Parent Governors</b> - To be elected by parents. Trustees may appoint Parent Governors if needed or upon conversion of a new school.</li> <li>➤ <b>Up to 7 Community Governors</b> – To be appointed by the Trustees.</li> </ul> <p>Any Executive Leader may attend any meeting of a Local Governing Board.</p> <p>Any Trustee may attend an LGB meeting and would count towards the quorum.</p> <p>The Trust Board reserve the right to remove delegated powers or disband the LGB at any time.</p> <p>On appointment each Governor shall be required to comply with all Trust policies and procedures, the Scheme of Delegation and LGB terms of reference, the funding agreements and Articles of Association.</p>
Term of Office	<p>A Governor’s term of office shall be 4 years.</p> <p>For new schools joining the Trust, Trustees will appoint the LGB ahead of conversion. Trustees may start all Local Governors with a new term of office or may decide to continue with existing dates as appropriate.</p>
Resignation and removal	<p>A Governor may resign at any time giving notice either in writing to either the Clerk, the Headteacher, the Chair or the HR &amp; Governance Leader.</p> <p>The Trust Board may terminate the appointment of any Governor whose conduct or presence is deemed by Trustees not to be in the best interests of the Trust.</p> <p>Staff Governors’ appointments will cease if they leave employment at the school from the date they leave employment.</p>
Ineligibility to be a Governor	<p>No person shall be qualified to be a Governor unless they are aged 18 or over at the date of their election or appointment. No current pupil from within the Trust shall be a Governor.</p> <p>A Governor shall cease to hold office if they:</p> <ul style="list-style-type: none"> <li>• Become incapable by reason of mental disorder, illness, or injury of managing or administering their own affairs.</li> </ul>

	<ul style="list-style-type: none"> <li>• Are absent without the permission of the Chair from all their meetings held within a period of six months and the Governors resolve that this office be vacated.</li> <li>• Would be disqualified from acting as a charity trustee by virtue of section 72 of the Charities Act 1993 (or any statutory re-enactment or modification of that provision).</li> </ul> <p>A person shall be disqualified from holding or continuing to hold office as a Governor:</p> <ul style="list-style-type: none"> <li>• If they have been declared bankrupt and their estate has been seized from their possession for the benefit of their creditors and the declaration or seizure has not been discharged, annulled, or reduced.</li> <li>• If they are the subject of a bankruptcy restrictions order or an interim order.</li> <li>• If at any time when they are included in the list of teachers and workers with children or young persons whose employment is prohibited or restricted under section 1 of the Protection of Children Act 1999.</li> <li>• If at any time they are disqualified from working with children under section 28, 29, 29A and 29B of the Criminal Justice and Court Services Act 2000.</li> <li>• If they are a person in respect of whom a direction has been made under section 142 of the Education Act 2002.</li> <li>• Where they have, at any time, been convicted of any criminal offence, excluding any that have been spent under the Rehabilitation of Offenders Act 1974 as amended, and excluding any offence for which the maximum sentence is a fine or a lesser sentence except where a person has been convicted of any offence which falls under section 72 of the Charities Act 1993.</li> <li>• If they have not complied with the Trust’s DBS procedure as detailed in the Safer Recruitment policy. Governors are required to have an Enhanced Disclosure and Barring Service Certificate and Section 128 check.</li> <li>• Where a person becomes disqualified from holding or continuing to hold office as a Governor and they are, or are proposed, to become such a Governor, they shall upon becoming so disqualified give written notice of that fact to the Clerk to the LGB.</li> </ul>
Quorum	<p>Any 3 Governors.</p> <p>If a meeting is not quorate it will not go ahead. The Chair and Headteacher shall determine a new time and date and direct the clerk accordingly.</p>
Chair & Vice Chair	<p>To be elected or appointed annually ahead of or at the start of each new academic year. The LGB may decide to elect a Chair or Vice Chair for a longer period of up to 4 years.</p>

Purpose	<p>The Local Governing Board will take a strategic role in the governance of the school and be accountable to the Board of Trustees for its decisions.</p> <p>The Board of Trustees shall delegate functions to the Local Governing Board which relate to:</p> <ul style="list-style-type: none"> <li>• The day-to-day business of the school;</li> <li>• The culture and traditions of the school;</li> <li>• Communication with parents and pupils; and</li> <li>• Approval of school specific policies and procedures.</li> </ul>
Frequency of meetings	Three a year as a minimum.
Responsibilities	<ol style="list-style-type: none"> <li>1. Agreeing targets for pupil performance.</li> <li>2. Monitoring and evaluating progress against targets for pupil performance.</li> <li>3. Monitoring and evaluating the effectiveness of curriculum direction set by the Chief Executive / Executive Leaders / Headteacher.</li> <li>4. Working closely with leadership to prepare the school for formal inspection including preparation of the school's self-assessment document.</li> <li>5. Considering, amending and approving the School Improvement Plan and Raising Achievement Plans.</li> <li>6. Consider, plan and adopt the school's draft budget and recommend it for formal approval to the Board of Trustees.</li> <li>7. Ensuring that the school fulfils its statutory duties in relation to Special Educational Needs and Safeguarding.</li> <li>8. Appointing Governors to take lead responsibility for SEN and Safeguarding.</li> <li>9. Ensuring that the school fulfils its statutory duties with regard to disability, racial discrimination and the development of social cohesion.</li> <li>10. Ensuring that the school communicates well with parents and carers and seek good relationships with external bodies and community groups.</li> <li>11. Promoting each pupil's spiritual, moral, social and cultural development.</li> <li>12. Recognising and celebrate achievement by pupils and staff at the school.</li> <li>13. The LGB may also carry out the function of the Trust's Pay Committee for their school as detailed within the Pay Policy.</li> </ol>

Arrangements for the Appointment of Staff										Notes & Key
	PERMANENT			TEMPORARY			ACTING (INTERNAL)			<i>This grid indicates the minimum number of Trustees / Governors / Staff needed - there should be a minimum of 2 people in each stage for all appointments. Where FTB is referenced, there should be at least a quorum. Other staff members may attend interviews as appropriate.</i>
	LL	SL	INT	LL	SL	INT	LL	SL	INT	
Chief Executive	FTB	FTB	FTB	FTB	FTB	FTB	FTB	FTB	FTB	
Executive Leader	CE + 2 Trustees	CE + 2 Trustees	FTB	CE + 1 Trustee	CE + 1 Trustee	CE + 3 Trustees	CE + 1 Trustee	CE + 1 Trustee	CE + 3 Trustees	
Headteacher	CE + Trustee and LGB Chair	CE + 2 Trustees + LGB Chair	CE + 2 Trustees + LGB Chair	CE + 2 Trustees + LGB Chair	CE + 2 Trustees + LGB Chair	CE + 2 Trustees + LGB Chair	CE + LGB Chair	CE + LGB Chair	CE + LGB Chair	
Trust Business Manager	CE + 2 Trustees	CE + 2 Trustees	FTB	CE + 2 Trustees	CE + 2 Trustees	CE + 3 Trustees	N/A	N/A	N/A	
Central Team (HR&GL/FM/EPA)	CE/EL and TBM	CE/EL and TBM	CE/EL and TBM	CE/EL/TBM	CE/EL/TBM	CE/EL/TBM	N/A	N/A	N/A	
Assistant Headteacher	CE/HT + 2 LGB	CE/HT + 2 LGB	CE/HT + 2 LGB	CE/EL/HT + 2 LGB	CE/EL/HT + 2 LGB	CE/EL/HT + 2 LGB	CE/EL/HT	CE/EL/HT	CE/EL/HT	
Teachers UPS / Main scale / unqualified	EL + HT	EL + HT	CE or EL + HT	HT	HT	EL + HT	N/A	N/A	N/A	
All Support Staff – teaching & non- teaching	HT/AHT	HT/AHT	HT/AHT	HT/AHT	HT/AHT	HT/AHT	N/A	N/A	N/A	