

Roles and Functions Overview

This overview brings together, function by function, relevant extracts from the terms of reference/delegation for each tier of our governance model, plus provides an outline of the role/s of Headteachers and the wider Executive Team (the Trust's Regional Team and central services). This Overview is intended as a guide for reference for those playing a *non-executive* role within our governance model: where more detail on a governance function is needed, please refer to the relevant body's full terms of reference/delegation. The Trust also maintains more detailed *operational* guidance on how the executive (in particular Headteachers and the wider Executive Team) is expected to function, including in liaison with Local Governing Bodies – such guidance is intended to complement rather than replace this Roles and Functions Overview.

Governance					
Members	Trustees	Regional Board	LGB members	Executive Team	Headteacher
<p>To review and amend the Articles of Association</p> <p>To change the name of the Academy Trust</p> <p>To receives an annual report from the Trustees and the CEO on the Academy Trust's performance</p>	<p>To review and amend:</p> <ul style="list-style-type: none"> the Governance Charter the Terms of Reference for the Trust Board the Constitution and Terms of Reference of Regional Boards and their sub-committees the Constitution and Terms of Reference of the Local Governing Bodies (including those relating to 	<p>To provide regional overview, scrutiny and challenge of academy education, financial performance and risk management</p> <p>To support regional and local contacts and communications with:</p> <ul style="list-style-type: none"> Chairs of governors; and Headteachers <p>To ensure there is effective communication</p>	<p>To champion the REACh2 vision and values in the academy and to ensure the spiritual wellbeing of the pupils</p> <p>To determine the educational and spiritual character, mission or ethos of a particular Academy (to the extent that it is not inconsistent with that of the Academy Trust) in collaboration with the Headteacher</p> <p>To ensure that the school has a medium</p>	<p>To attend meetings of the Trustees and to provide a CEO's report</p> <p>To support the appointment process for the Company Secretary and the Clerk</p> <p>To secure professional advice on behalf of the Trustees as may be requested</p> <p>To support the Trustees and the Academies in the preparation of Trust-wide and Academy</p>	<p>To implement the educational character, mission or ethos of a particular Academy (to the extent that it is not inconsistent with that of the Academy Trust) as determined by the LGB</p> <p>To attend meetings of the LGB and to provide a Headteacher's report</p> <p>To support the appointment process for the Clerk</p> <p>To tailor Trust-wide policies to Academies</p>

	<p>Transition and Intervention Boards)</p> <ul style="list-style-type: none"> the Terms of Reference for delegation to the Executive this Roles and Functions Overview. <p>To determine the Board's Reserved Matters</p> <p>To determine the educational character, mission and ethos of the Academy Trust</p> <p>To appoint a Trust Company Secretary, including to act as Clerk to the Trustees</p> <p>To review and amend the policies of the Academy Trust</p>	<p>between the Trustees and the LGB</p> <p>To support the Chairs of Governors on the leadership of their respective LGBs</p> <p>To consult with the LGBs on any proposals they might have to establish any sub-committees other than temporary, ad hoc sub-committees required to deal with specific issues</p>	<p>to long-term vision for its future and that there is a robust strategy in place for achieving its vision</p> <p>To appoint (and remove) from its number: Chair, Vice-Chair and Local Governors with specific responsibilities for special educational needs, child protection, pupil premium and financial matters</p> <p>To appoint a Clerk to the Local Governing Bodies</p> <p>To review and amend the policies of the Academies (in line with any Academy Trust prescribed policy)</p> <p>To implement a means whereby the Academy can receive and react to pupil, parent and staff feedback</p> <p>To establish and maintain a relationship with members of the local community</p>	<p>specific policy requirements</p>	<p>as recommended by the Executive Team</p>
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Finance					
Members	Trustees	Regional Board	LGB members	Executive Team	Headteacher
<p>To appoint external auditors</p>	<p>To appoint internal auditors</p> <p>To sign off annual accounts and report</p> <p>To approve the financial scheme of delegation</p> <p>To appoint a finance committee</p> <p>To approve the annual budget for the Trust and approve any significant changes to that budget</p> <p>To monitor income, expenditure, cash flow and balance sheet of the Academy Trust</p> <p>To establish a charging and remissions policy and to keep this under review</p> <p>To appoint an Accounting Officer</p> <p>To ensure proper financial controls are in place</p> <p>To maintain a register of relevant personal and business interests</p>	<p>To scrutinise (acting through its Finance Committee) the budgets for its Academies for recommendation to the Trustees' Finance Committee</p> <p>To ensure adequate risk, financial and asset management systems are in place across the Academy</p> <p>To consider any variances on delegated budget reported by the LGBs for approval</p>	<p>To appoint a Local Governor responsible for finance</p> <p>To recommend the annual budget for the Academy</p> <p>To monitor the income, expenditure and cash flow of an Academy</p> <p>To ensure any variances from the budget are reported to the Regional Board Finance Committee</p> <p>To ensure proper financial controls are in place at the Academy</p> <p>To maintain a register of business and personal interests</p> <p>To ensure provision of free school meals to those pupils meeting the criteria</p>	<p>To prepare the annual budget for the Academy Trust</p> <p>To monitor the income, expenditure, cash flow and balance sheet of the Academy Trust</p> <p>To prepare monitoring reports for the Trustees (CEO) To act as the Accounting Officer</p> <p>To ensure proper financial controls are in place</p> <p>To maintain a register of relevant personal and business interests (of the Executive Team)</p> <p>To set up and approve staff expenses for the Executive Team</p> <p>To open bank accounts</p>	<p>To ensure the preparation of the annual budget for the Academy with the assistance of relevant staff</p> <p>To monitor the income, expenditure and cash flow of an Academy</p> <p>To prepare monitoring reports for the LGBs</p> <p>To ensure proper financial controls are in place at the Academy</p> <p>To ensure provision of free school meals to those pupils meeting the criteria</p> <p>To set up and approve staff expenses at the Academy</p>

Contracts					
Members	Trustees	Regional Boards	LGB members	Executive Team	Headteacher
To approve any service contracts for Trustees	<p>To adopt a Trust-wide procurement policy</p> <p>To set the delegated levels of authority for contracts</p> <p>To approve contracts with a value above £25,000</p> <p>To approve contracts which constitute related party transactions</p> <p>To set up and approve Trustee expenses in accordance with the Trust Conflict of Interest policy</p>	To review opportunities for collaborative procurement	<p>To enter into contracts up to the limits of delegation and within an agreed budget</p> <p>To support the Trust Board in its monitoring and evaluation of the delivery of any central services and functions provided or procured by the Academy Trust for the Academy</p>	<p>To enter into contracts up to the limits of delegation and within an agreed budget</p> <p>To make payments within agreed financial limits</p>	<p>To make payments within agreed financial limits</p> <p>To enter into contracts up to the limits of delegation and within an agreed budget (D)</p> <p>To act as a signatory of an Academy specific bank account (D)</p>

Curriculum and standards

Members	Trustees	Regional Board	LGB members	Executive Team	Headteacher
<p>To receive an annual report from the Trustees and the CEO on standards</p>	<p>To appoint an education standards committee</p> <p>To determine a Trust-wide curriculum policy to ensure provision of a balanced and broadly based curriculum and to include:</p> <ul style="list-style-type: none"> • a prohibition on political indoctrination and a balanced treatment of political issues; and • a written policy on sex and relationship education <p>To determine a Trust-wide policy on religious education and collective acts of worship</p> <p>To receive a termly report from the Executive Team regarding standards</p>	<p>To appoint an education standards committee</p> <p>To review Key Performance Indicators (KPIs) across the region for identification of any areas of concern for referral to the Trustees</p>	<p>To approve the curriculum proposed by the Headteacher (to the extent that it is consistent with the Trust-wide policy)</p> <p>To ensure effective processes are in place for monitoring the quality assurance of teaching and learning, the curriculum, inclusion and the sharing of good practice across the Academy</p> <p>To monitor the KPI figures reported from the Headteacher relating to standards</p> <p>To develop, monitor and approve the Academy Development Plan</p>	<p>To provide oversight of the implementation of the Trust-wide curriculum policy</p> <p>To provide a termly report to the Trustees regarding standards</p> <p>To provide oversight of the target setting for pupil achievement and progress by the Headteacher and monitor against targets</p> <p>To monitor the KPI figures reported from the Headteacher relating to standards</p>	<p>To ensure the curriculum is delivered at the Academy including compliance with any funding agreement requirements</p> <p>To make provision for a daily collective act of worship</p> <p>To set targets for pupil achievement and progress and monitor against targets</p> <p>To report bi-termly KPI figures for the Executive Team and the LGB relating to standards</p> <p>To prepare a draft Academy Development Plan for approval by the LGB</p>

Special Educational Needs (SEN)

Members	Trustees	Regional Boards	LGB members	Executive Team	Headteacher
-	To determine a Trust-wide SEN and Disability Discrimination Act policy	To review KPIs across the region for identification of any areas of concern for referral to the Trustees	<p>To appoint a Local Governor responsible for SEN and inclusion</p> <p>To review and maintain the Academy's SEN policy (consistent with any Trust-wide policy)</p> <p>To provide oversight of the implementation of the policy within the Academy and compliance with the Disability Discrimination Act requirements</p>	<p>To provide oversight of the implementation of the Trust-wide SEN policy</p> <p>To ensure compliance with the Disability Discrimination Act requirements within the Academies</p>	<p>To designate a teacher to be responsible for co-ordinating SEN provision</p> <p>To liaise with the local authority in respect of students who have (or might have) SEN</p> <p>To make provision for SEN pupils with or without a statement or Education, Health and Care plan</p> <p>To ensure compliance with the Disability Discrimination Act requirements within the Academy</p>

Safeguarding					
Members	Trustees	Regional Board	LGB members	Executive Team	Headteacher
-	<p>To adopt a Trust-wide safeguarding and Child Protection policy</p> <p>To adopt a Trust-wide policy regarding school trips</p>	<p>To review KPIs across the region for identification of any areas of concern for referral to the Trustees</p>	<p>To appoint a designated governor for safeguarding</p> <p>To adopt the REAch2 safeguarding and child protection policy for the Academy and monitor/ensure its implementation</p> <p>To ensure the completion of the single central record and its regular up-dating</p>	<p>To ensure that each Academy has appointed a designated teacher to support looked after children</p> <p>To make arrangements for safeguarding audits to be conducted by independent personnel</p> <p>To report to the Trustees on the procedures in place for safeguarding and on matters as they arise</p>	<p>To appoint a designated teacher to support looked after children and to ensure the role is compliant with statutory guidance</p> <p>To maintain the single central record</p> <p>To approve off-site visits for pupils of more than 24 hours</p>
Behaviour					
Members	Trustees	Regional Board	LGB members	Executive Team	Headteacher
	<p>To adopt a Trust-wide behaviour policy</p> <p>To review the use of exclusions across the Academy Trust</p>	<p>To review KPIs across the region for identification of any areas of concern for referral to the Trustees</p>	<p>To adopt and ensure the implementation of a behaviour policy for the Academy (consistent with Trust-wide policy)</p> <p>To convene a committee to review any exclusion of a pupil</p>	<p>To prepare a Trust-wide behaviour policy for adoption by the Trustees</p> <p>To review the overall pattern of exclusions and to report to the Trustees</p>	<p>To prepare a behaviour policy for the Academy for adoption by the LGB</p> <p>To exclude a pupil for a fixed term or permanently</p>

Admissions					
Members	Trustees	Regional Board	LGB members	Executive Team	Headteacher
-	To adopts a Trust-wide admissions policy	To ensure that the impact of any proposed changes to an Academy's admission arrangements are considered in light of the other Academies in the region	<p>To undertake consultation, publish admissions and determine arrangements that are consistent with the REAch2 admissions policy, as required in accordance with the School Admissions and Appeals Codes</p> <p>To make arrangements for determining admissions and hearing admission appeals</p> <p>To ensure effective arrangements are in place for pupil recruitment</p> <p>To contribute to the development of the Academy prospectus</p>	<p>To propose a Trust-wide admissions policy for adoption by the Trustees</p> <p>To provide oversight of and support of the implementation of the admissions arrangements across the Academy Trust</p>	<p>To provide direction to the LGB as to requirements under the School Admissions and Appeals Codes</p> <p>To ensure compliance with the Trust-wide policy</p> <p>To make arrangements for determining admissions and hearing admission appeals</p> <p>To participate in local admissions forum</p> <p>To ensure participation in the fair access protocol</p>

Other pupil related matters

Members	Trustees	Regional Board	LGB members	Executive Team	Headteacher
-	<p>To receive a termly report from the Executive Team regarding standards (to include attendance)</p> <p>To adopt a Trust-wide Complaints policy and receive reports from the Executive Team regarding the level of complaints across the Academy Trust</p>	<p>To review KPIs across the region for identification of any areas of concern for referral to the Trustees</p>	<p>To review attendance and pupil absences (as part of the KPIs)</p> <p>To appoint a Local Governor responsible for statutory grants including pupil premium</p> <p>To monitor the impact of the pupil premium in the Academy</p> <p>To adopt the REAch2 Complaints policy for the Academy</p> <p>To hear complaints at the relevant stage</p> <p>To liaise with the Headteacher over exceptional bans from the premises of any persons, ensuring that the relevant protocol is adhered to</p> <p>To ensure effective arrangements are in place for pupil support and representation at the Academy</p>	<p>To monitor the levels of attendance in the Academies and the use of home-Academy agreements and reports termly to the Trustees</p> <p>To monitor the impact of the pupil premium across the Academy Trust</p> <p>To review the level of complaints across the Academy Trust</p>	<p>To maintain a register of pupil attendance</p> <p>To report on attendance and pupil absences (as part of the KPIs)</p> <p>To review and maintain home-Academy agreements</p> <p>To set the times of Academy sessions and the dates of Academy terms and holidays, ensuring that the Academy meets for 380 sessions in an Academy year</p> <p>To ensure effective deployment of the Pupil Premium and to monitor its impact</p> <p>To prepare an Academy complaint policy consistent with the Trust-wide policy for adoption by the LGB and to hear complaints at the relevant stage</p>

			To support the Academy Trust and the Headteacher in the extended school provision in the Academy		To apply the protocol for exceptional banning of persons from school premises, in close consultation with Local Governors
Staffing					
Members	Trustees	Regional Board	LGB members	Executive Team	Headteachers
-	<p>To appoint an HR committee</p> <p>To define any overarching management structures across Academy Trust and budget</p> <p>To adopt Trust-wide staff policies and procures</p> <p>To appoint, suspend and dismiss the CEO acting through a committee.</p> <p>To conduct the performance management review of the CEO (acting through the remuneration committee)</p> <p>To appoint, suspend and dismiss the Executive</p>	<p>To appoint an HR committee</p> <p>To approve annual changes to Headteacher pay, based on recommendations from Regional Directors with input from Local Governing Bodies</p> <p>To provide input as requested by the Executive Team on the recruitment of Headteachers</p>	<p>To participate in the process to appoint the Headteacher as requested by the Executive Team (acting with the delegated authority of the Trust Board) and to take part in the performance management of the Headteacher</p> <p>To support the Headteacher in the development and review (from time to time) of an appropriate staffing structure for the Academy and for the appointment of Academy staff to ensure that the Academy is fully staffed</p>	<p>To determine the senior leadership and non-teaching structures for each Academy</p> <p>To advise the Trustees on suitable Trust-wide policies and procedures and to ensure their effective implementation</p> <p>To monitor and review staffing changes across the Academy Trust</p> <p>(CEO) To conduct the performance management review of the Executive Leaders (excluding the CEO) with support from the</p>	<p>To determine staffing requirements within each Academy and budget</p> <p>To implement the Trust-wide policies and procedures in the Academy</p> <p>To appoint teaching and non-teaching staff</p> <p>To suspend or dismiss teaching and non-teaching staff in consultation with the Executive Team</p> <p>To conduct the performance management of staff in the Academy</p>

	<p>Leaders (excluding the CEO) acting through a committee and in consultation with the CEO</p> <p>To appoint, suspend and dismiss the Trust Company Secretary To conduct the performance management review of the Trust Company Secretary</p>		<p>in accordance with that structure</p> <p>To ensure that there is effective communication between the Headteacher and the Regional Director</p> <p>To ensure the Academy Trust's policies on all HR matters are implemented in the Academy</p> <p>To monitor and scrutinise the implementation of the Academy Trust's policies at the Academy for HR matters including the appointment, induction and performance management of staff, pay review process and procedures for dealing with disciplinary matters, grievances and dismissal</p>	<p>remuneration committee</p> <p>To appoint, suspend and dismiss members of the Executive Team (excluding the Executive Leaders and as otherwise reserved to the Trustees)</p> <p>To conduct the performance management review of the Executive Team (excluding the Executive Leaders) acting through the Executive Leaders</p> <p>To appoint, suspend and dismiss the Headteachers</p> <p>To conduct the performance management of Headteachers</p>	<p>To approve applications for early retirement, secondment and leave of absence</p>
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Information management and communication

Members	Trustees	Regional Board	LGB members	Executive Team	Headteacher
-	<p>To adopt data protection policies and procedures to cover:</p> <ul style="list-style-type: none"> the requirement to notify individuals as to how information is to be used and on the matter of safe storage. 		<p>To ensure the effective implementation of the data protection policies and procedures in the Academy</p> <p>To ensure systems are in place in line with the Academy Trust's strategy at the Academy for effective communication with pupil, parents or carers, staff and the wider community including the support of a local parent teacher association (if established)</p>	<p>To ensure compliance with all data protection legislation and good practice across the Academies</p> <p>To support the individual academies on the effective safe storage of data</p> <p>To maintain accurate and secure staff records for the Executive Team</p> <p>To ensure registration with the Information Commissioner's Office is up to date.</p>	<p>To ensure the publication of Academy information, ensuring that all electronic communication, including web pages, are up to date</p> <p>To maintain accurate and secure pupil records</p> <p>To maintain accurate and secure staff records for the Academy</p> <p>To ensure compliance with all data protection legislation and good practice in the Academy</p>

Health, safety, risk and estates

Members	Trustees	Regional Board	LGB members	Executive Team	Headteachers
	<p>To appoint an estates and free schools committee</p> <p>To appoint a risk and audit committee</p> <p>To review risk management and maintain a risk register</p> <p>To approve insurance arrangements</p> <p>To review and maintain a buildings strategy and asset management planning arrangements</p> <p>To adopt a Trust-wide health and safety policy</p> <p>To adopt a Trust-wide lettings policy</p>	<p>To identify proforma risk matters to inform the Academy specific risk register</p> <p>To review the Risk Reports provided by the LGBs and/or the Regional Team and make any recommendations to the Executive Team or notifications to the Trustees as appropriate</p> <p>To monitor the regional arrangements for the effective supervision of building maintenance and minor works</p> <p>To monitor the implementation of the Academy's health and safety policy across the Academies</p>	<p>To appoint a Local Governor responsible for health and safety</p> <p>To review the risk register of the Academy and prepare the Risk report for the Regional Board</p> <p>To adopt a health and safety policy for the Academy (in line with the Trust-wide policy)</p> <p>To review the implementation of the above policy and ensure that appropriate risk assessments are being carried out in the Academy</p> <p>To conduct site inspections to review any health and safety issues and the security of premises and equipment</p>	<p>To prepare the risk register for the Academy Trust</p> <p>To procure buildings and related insurance and make proposals to the Trustees</p> <p>To prepare a buildings strategy and asset management planning arrangements</p> <p>To propose a Trust-wide health and safety policy for the Trustees' approval</p> <p>To monitor and support the implementation of the Trust-wide health and safety policy</p>	<p>To prepare the risk register for the LGB having regard to the risks identified by the Regional Board</p> <p>To prepare a health and safety policy for the Academy (in line with the Trust-wide policy) for adoption by the LGB</p> <p>To monitor the accident book and agree appropriate actions</p> <p>To ensure suitable risk assessments are prepared and appropriate actions taken</p> <p>To review security of premises and equipment</p> <p>To implement the Trust-wide lettings policy</p> <p>To draw up, agree and monitor an accessibility plan for the Academy, in consultation with Local Governors</p>

