

## CfBT Schools Trust Scheme of Delegation (Revised September 2018)

	Board of Trustees non-delegated responsibilities	Responsibilities delegated by the Board to the Education Executive Team (EET)	Responsibilities delegated by the Board to headteachers*	Responsibilities delegated by the Board to the Local Governing Body (LGB)
<b>Responsibilities</b>	<p><b>Level of responsibility: strategic</b></p> <ul style="list-style-type: none"> <li>▪ develop the vision, ethos and strategic direction of the Trust</li> <li>▪ hold the EET to account for the educational and financial performance of the Trust</li> <li>▪ ensure public money is well spent</li> </ul>	<p><b>Level of responsibility: executive</b></p> <ul style="list-style-type: none"> <li>◆ lead, deliver, monitor and challenge implementation of Trust strategy</li> <li>◆ support the Trustees in fulfilling their responsibilities</li> <li>◆ ensure the educational and financial performance of the schools</li> <li>◆ ensure public money is well spent</li> </ul>	<p><b>Level of responsibility: operational with strategic management at local level within the overall CST strategy</b></p> <ul style="list-style-type: none"> <li>• lead the development of the vision, ethos and strategic direction of the school</li> <li>• lead, manage and deliver the implementation of Trust and in-school strategies within their school</li> <li>• lead on the educational and financial performance of the school</li> <li>• ensure public money is well spent</li> </ul>	<p><b>Level of responsibility: accountable to the Board with specific delegation for strategy, monitoring, support and challenge within their school</b></p> <ul style="list-style-type: none"> <li>✦ work in partnership with the Headteacher to develop the school vision, ethos and strategic direction within the overall Trust strategy and local context</li> <li>✦ utilise skills and expertise to the benefit of the school</li> <li>✦ support the Education Director in holding the Headteacher to account for the educational and financial performance of the school</li> <li>✦ ensure public money is well spent</li> </ul>
<b>Strategic planning schedule</b>				
<b>Planning</b>	<ul style="list-style-type: none"> <li>▪ agree Trust Development Plan (TDP)</li> </ul>	<ul style="list-style-type: none"> <li>◆ develop, propose, gain agreement from Trustees on implementation of the Trust Development Plan (TDP)</li> <li>◆ quality assure and sign off each school's development plans(SDP) and monitor and support their implementation</li> <li>◆ monitor and challenge schools through the target setting/school improvement planning cycle</li> <li>◆ monitor and challenge the Partnership Development Plans (PDP)</li> </ul>	<ul style="list-style-type: none"> <li>• develop, propose, and gain agreement for the SDP at Trust and school level, setting targets as appropriate</li> <li>• deliver the SDP</li> </ul>	<ul style="list-style-type: none"> <li>✦ receive, comment and contribute to the SDP and monitor its impact</li> </ul>
<b>Standards</b>				
<b>Data</b>	<ul style="list-style-type: none"> <li>▪ monitor and challenge the overall outcomes of the Trust</li> </ul>	<ul style="list-style-type: none"> <li>◆ scrutinise and challenge pupil attainment, progress and school interventions, ensuring that they are sufficiently stretched, challenged and supported in their learning</li> <li>◆ set and monitor minimum/maximum attainment and progress targets for each school</li> <li>◆ monitor school tracking procedures to ensure data is robust and secure</li> <li>◆ determine tools, including appropriate training, for tracking data and carrying out analysis</li> <li>◆ set and clearly communicate criteria for school predictions and target setting at school level</li> <li>◆ monitor and challenge progress toward the achievement of targets and take appropriate action when vulnerabilities are identified by any part of the Trust</li> <li>◆ provide appropriate challenge mechanisms for failure at any level of the Trust</li> </ul>	<ul style="list-style-type: none"> <li>• ensuring all pupils make at least the agreed expectation of progress within their school</li> <li>• track and analyse student attainment and progress</li> <li>• develop support interventions for the able, and all vulnerable groups</li> <li>• drive and deliver school improvement by using school tracking procedures</li> <li>• ensure data is robust and secure through termly pupil performance meetings</li> <li>• propose minimum/maximum attainment and progress targets for the school</li> <li>• comply with criteria for school predictions and target setting</li> <li>• monitor progress toward the achievement of targets and take swift action when vulnerabilities are identified</li> </ul>	<ul style="list-style-type: none"> <li>✦ monitor and challenge student attendance, attainment and progress data as reported in the Headteacher termly summary</li> </ul>

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Teaching & learning	<ul style="list-style-type: none"> <li>to oversee the quality of teaching and learning across the Trust, and comment and challenge.</li> </ul>	<ul style="list-style-type: none"> <li>maintain and continually improve the quality of teaching and learning across the Trusts by monitoring, challenging and improving practice as well as identifying opportunities for continual professional development</li> <li>share Trust-wide good practice</li> </ul>	<ul style="list-style-type: none"> <li>maintain and continually improve the quality of teaching and learning in their school</li> <li>address underperformance of teaching where identified</li> <li>share good practice within school and across Trust</li> <li>identify areas for improvement and implement remedies</li> </ul>	<ul style="list-style-type: none"> <li>promote and encourage high quality teaching in the school</li> <li>scrutinise the Headteacher's assessment of teaching in the school as reported in the Headteacher termly summary</li> </ul>
Curriculum	<ul style="list-style-type: none"> <li>establish the Trusts strategic curriculum vision and structure</li> </ul>	<ul style="list-style-type: none"> <li>propose and gain agreement on Trust's curriculum vision and structure and implement</li> </ul>	<ul style="list-style-type: none"> <li>develop the school curriculum within the Trust curriculum vision and strategy</li> </ul>	<ul style="list-style-type: none"> <li>ensure the school curriculum reflects the school's vision and meets the needs of the school community</li> <li>review school curriculum structures and support and challenge the Headteacher when discussing changes</li> </ul>
Performance	<ul style="list-style-type: none"> <li>monitor and challenge the performance of Trust schools</li> </ul>	<ul style="list-style-type: none"> <li>support and challenge schools in improving their Ofsted judgement or maintaining an outstanding judgement</li> <li>monitor and challenge the schools' self-evaluation and recommend improvements</li> <li>monitor and challenge the headteacher termly summary of the school</li> </ul>	<ul style="list-style-type: none"> <li>publish school self-evaluation and act on Trust recommendations for improvement</li> <li>publish a headteacher termly summary of the school</li> <li>act and deliver on inspection recommendations</li> </ul>	<ul style="list-style-type: none"> <li>receive and comment on the school self-evaluation judgements</li> <li>receive and comment on Headteacher's termly summary report, reporting any concerns to the Headteacher and EET</li> </ul>
<b>Safeguarding</b>				
Safeguarding	<ul style="list-style-type: none"> <li>responsible for the welfare and safeguarding of all pupils and staff.</li> </ul>	<ul style="list-style-type: none"> <li>Lead on ensuring high standards of Safeguarding across the Trust</li> <li>provide and update safeguarding policies, and signpost training programmes</li> <li>provide rapid response support for staff allegations</li> <li>monitor updating of the single central register (SCR) in schools and take action when this is not the case</li> <li>monitor schools are dealing with issues appropriately and provide support to schools</li> <li>lead on issues or concerns relating to the Headteacher</li> <li>conduct annual safeguarding audits, report findings to Trustees and direct remedial action</li> <li>analyse trends and concerns across the Trust, directing support or remediation</li> </ul>	<ul style="list-style-type: none"> <li>establish and maintain the schools' SCR</li> <li>ensure recruiting staff complete and update safer recruitment training</li> <li>comply with the safeguarding policies and report all serious incidents to the EET, social care or LSCB as appropriate</li> <li>report incidents, trends, referral frequency and training needs to the EET</li> <li>respond to and implement recommendations from Safeguarding audits</li> </ul>	<ul style="list-style-type: none"> <li>be aware of safeguarding and child protection policies and procedures</li> <li>escalate any concerns on Safeguarding in line with the Trusts' policy</li> <li>receive and comment on safeguarding audit reports.</li> <li>have oversight of support for Looked After Children and young carers</li> </ul>
<b>Workforce</b>				
Policy	<ul style="list-style-type: none"> <li>approve all employee contracts and HR policies</li> </ul>	<ul style="list-style-type: none"> <li>determine human resources policy and procedures for the Trust including performance management</li> <li>oversee the Trust's strategy on staff well being</li> <li>consult with Trade Unions on policies and disputes</li> </ul>	<ul style="list-style-type: none"> <li>implement all Trust HR policies and strategies</li> </ul>	<ul style="list-style-type: none"> <li>oversee the school strategy for staff wellbeing</li> </ul>

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Recruitment	<ul style="list-style-type: none"> <li>appoint the CEO, supporting him or her in the recruitment of other senior EET posts.</li> </ul>	<ul style="list-style-type: none"> <li>provide Trust recruitment procedures</li> <li>approve employment contracts for all staff</li> <li>appoint staff with Trust-wide responsibilities.</li> <li>recruit headteachers and deputy headteachers supported by the Chair of the LGB</li> <li>support schools with the recruitment and retention of high-caliber teaching and associate staff</li> </ul>	<ul style="list-style-type: none"> <li>appoint all school staff other than the Headteacher and Deputy Headteacher following Trust guidance.</li> <li>ensure Safer Recruitment Policy and procedures are fully adhered to</li> </ul>	<ul style="list-style-type: none"> <li>support the EET in the recruitment of school headteachers and deputy headteachers</li> </ul>
Performance management	<ul style="list-style-type: none"> <li>set pay, conditions and performance management arrangements for all staff</li> <li>manage performance of CEO setting and reviewing annual targets</li> <li>approve pay awards for the EET and headteachers</li> </ul>	<ul style="list-style-type: none"> <li>performance-manage headteachers</li> <li>set headteacher pay levels and recommend annual pay awards to the Trustees</li> <li>review deputy headteacher pay levels and annual pay awards</li> <li>chair the pay committee for schools and monitor and challenge outcomes of performance management</li> <li>CEO performance-manage other members of the EET setting and reviewing annual targets</li> <li>approve dismissals, redundancies and terminations of staff</li> </ul>	<ul style="list-style-type: none"> <li>ensure all staff are performance-managed in accordance with the Trust policy</li> <li>implement an appropriate people strategy in accordance with Trust policies</li> <li>performance-manage line managers or direct report roles</li> <li>overview outcomes of staff performance management and report vulnerabilities and training needs to EET</li> <li>obtain approval from EET for dismissals, redundancies or terminations of staff</li> </ul>	<ul style="list-style-type: none"> <li>assist the Headteacher by convening disciplinary and grievance panels</li> <li>support the Education Director with the performance management of headteachers</li> </ul>
Training	<ul style="list-style-type: none"> <li>identify Trustee training needs and ensure knowledge is current and updated</li> </ul>	<ul style="list-style-type: none"> <li>identify CST and Board training needs and ensure knowledge is current and updated</li> <li>provide clear guidance for minimum requirements around experience and/or training for LGBs</li> <li>collect training needs analysis from schools and co-ordinate CPD and other educational / training programs for all staff</li> <li>deliver leadership induction and training for headteachers and aspiring leaders across CST</li> </ul>	<ul style="list-style-type: none"> <li>identify training for their own and staff training needs, evaluate and feed back to the EET on the efficacy of CPD and education programs</li> </ul>	<ul style="list-style-type: none"> <li>identify Local Governors' training needs and liaise with the EET to ensure knowledge is current and updated</li> </ul>
<b>Policy compliance</b>				
Policies	<ul style="list-style-type: none"> <li>approve and monitor the framework for policy approval</li> <li>approve statutory policies</li> </ul>	<ul style="list-style-type: none"> <li>publish and obtain approval for mandatory and best practice policies in accordance with the policy framework</li> <li>monitor implementation and compliance with Trust policies</li> </ul>	<ul style="list-style-type: none"> <li>implement and comply with Trust policies</li> <li>feedback to the Trust on the impact of policies in the school context</li> <li>develop school procedures and policies (if required)</li> </ul>	<ul style="list-style-type: none"> <li>receive and feedback on Trust policies in the local context</li> <li>ensure school procedures are aligned to Trust policies</li> <li>oversee school compliance and report concerns to Headteacher and/or EET</li> </ul>
Complaints	<ul style="list-style-type: none"> <li>resolve complaints in line with the Trust Complaints Policy</li> </ul>	<ul style="list-style-type: none"> <li>have a clear complaints policy and procedure that is communicated to all parties</li> <li>resolve or escalate complaints in line with the Trust Complaints Policy</li> </ul>	<ul style="list-style-type: none"> <li>resolve or escalate complaints in line with the Trust Complaints Policy</li> </ul>	<ul style="list-style-type: none"> <li>resolve or escalate complaints in line with the Trust Complaints Policy</li> </ul>
Admissions	<ul style="list-style-type: none"> <li>approve admissions policies for all schools</li> </ul>	<ul style="list-style-type: none"> <li>ensure up to date and compliant admissions policy for all schools</li> <li>obtain approval for changes in PAN and Admissions policies proposed by schools</li> </ul>	<ul style="list-style-type: none"> <li>comply with CST Admissions Policy template and timelines</li> <li>report proposed changes to PAN or school Admissions Policy to ED</li> </ul>	<ul style="list-style-type: none"> <li>feedback on the school Admissions Policy to the Headteacher and EET taking into account the local context</li> <li>act as admissions authority for in-year and over PAN admissions reporting to LA and EET</li> </ul>

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Behaviour	<ul style="list-style-type: none"> <li>establish the Trust strategy on behaviour</li> </ul>	<ul style="list-style-type: none"> <li>monitor exclusions across the Trust</li> <li>provide guidance and support on all appeals processes</li> </ul>	<ul style="list-style-type: none"> <li>ensure compliance with regard to staffing/admissions/discipline/exclusions/appeals/H&amp;S/PP &amp; FSM/SEND, LAC etc</li> <li>consult ED on potential permanent exclusions</li> <li>report panel decisions to the ED</li> </ul>	<ul style="list-style-type: none"> <li>overview behavior, exclusions and racists incidents within the school and report concerns to the Headteacher and EET</li> <li>convene disciplinary and exclusion hearing and appeals, as required</li> <li>report panel decisions to the Headteacher and EET</li> </ul>
School day		<ul style="list-style-type: none"> <li>set parameters for the times of school sessions, school term dates and inset days.</li> </ul>	<ul style="list-style-type: none"> <li>set and publish the times of school sessions and the dates of school terms and holidays within parameters agreed by EET.</li> </ul>	<ul style="list-style-type: none"> <li>feedback on the proposed school dates and times taking into account local context.</li> </ul>
<b>Finance and Estates</b>				
Budget	<ul style="list-style-type: none"> <li>approve the Trust budget and monitor its delivery throughout the year</li> </ul>	<ul style="list-style-type: none"> <li>set the framework and assumptions for school budgets</li> <li>challenge and agree annual budget for each school</li> <li>approve all school staffing structures and restructure proposals</li> </ul>	<ul style="list-style-type: none"> <li>develop and maintain the school's budget within the framework set by the EET</li> <li>seek LGB and EET approval for expenditure out of approved budget</li> <li>review staffing structure for efficiency and affordability</li> </ul>	<ul style="list-style-type: none"> <li>receive and comment on the school budget</li> <li>monitor delivery of the school budget escalating concerns to the Headteacher and EET</li> <li>support the school in maximizing local opportunities to generate additional income through the local community</li> </ul>
Controls	<ul style="list-style-type: none"> <li>ensure effective financial management of the Trust</li> </ul>	<ul style="list-style-type: none"> <li>publish and communicate CST Financial Handbook and monitor financial procedures across CST schools</li> <li>set, monitor and challenge progress towards financial targets</li> <li>monitor schools against budget and ensure school deals with variances swiftly</li> </ul>	<ul style="list-style-type: none"> <li>comply with the requirements of the CST Financial Handbook</li> <li>meet financial targets and report any financial vulnerabilities to EET</li> <li>ensure delivery of the approved budget or better</li> </ul>	<ul style="list-style-type: none"> <li>receive financial audit reports, escalating concerns to the Headteacher and EET</li> <li>support the Headteacher in the delivery of the schools' approved budget</li> <li>understand and monitor impact of the school strategy for Pupil Premium and Sports Grant</li> </ul>
Capital	<ul style="list-style-type: none"> <li>approve capital expenditure plan for the Trust</li> <li>approve the overall strategic plan for capital expenditure taking into account the strategic plans of each school</li> </ul>	<ul style="list-style-type: none"> <li>set priorities for capital expenditure across CST</li> <li>to develop and monitor a estates strategy to ensure that all property remains 'fit for purpose'</li> <li>to lead project management arrangements for major capital projects</li> </ul>	<ul style="list-style-type: none"> <li>develop a building strategy for the school in conjunction with EET and Trust Property Manager</li> <li>ensure proposals about capital expenditure priorities are submitted to Trust Property Manager.</li> </ul>	<ul style="list-style-type: none"> <li>be aware of school condition survey and escalate concerns to Headteacher and EET</li> <li>feed into the school building strategy local expertise and knowledge</li> </ul>
Procurement	<ul style="list-style-type: none"> <li>take a strategic view of Trust-wide resources</li> </ul>	<ul style="list-style-type: none"> <li>provide strategic leadership and support in best value procurement across the Trust</li> <li>procure Trust-wide resources that will improve outcomes for pupils and schools</li> <li>ensure compliance with public procurement requirements</li> </ul>	<ul style="list-style-type: none"> <li>procure resources in accordance with Trust guideline</li> </ul>	<ul style="list-style-type: none"> <li>scrutinise and challenge best value judgements on procurement proposals.</li> </ul>
Liabilities	<ul style="list-style-type: none"> <li>approve any long-term commitments or liabilities of more than one year</li> </ul>	<ul style="list-style-type: none"> <li>approve and monitor any long-term commitments or liabilities of more than one year.</li> </ul>	<ul style="list-style-type: none"> <li>consult with the EET on any long-term commitments or liabilities.</li> </ul>	
<b>Risk management</b>				
Risk	<ul style="list-style-type: none"> <li>oversee, review and challenge Trust strategic risk register</li> </ul>	<ul style="list-style-type: none"> <li>develop and monitor risk management processes across the Trust and support schools to take appropriate mitigating action</li> <li>create and maintain Trust strategic risk register</li> <li>execute and oversee risk mitigation and related actions</li> </ul>	<ul style="list-style-type: none"> <li>compile risk register for school and ensure potential risks are mitigated in school procedures/improvement plans</li> <li>procure suitable insurance cover including motor transport insurance</li> </ul>	<ul style="list-style-type: none"> <li>review the school's risk management register and escalate concerns to the Headteacher and EET</li> </ul>

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Health & safety	<ul style="list-style-type: none"> <li>receive and challenge reports on critical incidents</li> </ul>	<ul style="list-style-type: none"> <li>monitor health and safety issues and incidents, provide support when necessary</li> <li>provide guidelines, procedures and training for schools on Health and Safety</li> <li>commission audits to evaluate Health and Safety compliance</li> </ul>	<ul style="list-style-type: none"> <li>maintain school's facilities and ensure H&amp;S requirements are adhered to</li> <li>implement Trust guidelines and procedures</li> <li>ensure relevant staff are suitably trained</li> </ul>	<ul style="list-style-type: none"> <li>receive Health and Safety audit reports and escalate concerns to Headteacher and EET</li> </ul>
Business continuity	<ul style="list-style-type: none"> <li>approve business continuity strategy.</li> </ul>	<ul style="list-style-type: none"> <li>set the framework and provide guidance to schools on business continuity arrangements.</li> <li>review schools' business continuity arrangements</li> </ul>	<ul style="list-style-type: none"> <li>develop, gain approval and implement a critical incident plan for the school.</li> </ul>	<ul style="list-style-type: none"> <li>discuss and feedback on business continuity plan.</li> </ul>
<b>Collaboration</b>				
Internal relationships	<ul style="list-style-type: none"> <li>promote collaboration between Trust schools</li> <li>maximise the opportunities of being part of the wider Education Development Trust group</li> </ul>	<ul style="list-style-type: none"> <li>coordination of sharing of resources and best practice across the Trust</li> <li>accessing Ed Dev's wider resources and research for the benefit of CST schools</li> <li>maximising the opportunity for international school links</li> <li>develop and coordinate a systemised approach for disseminating good practice, that is accessible by all members of the Trust</li> </ul>	<ul style="list-style-type: none"> <li>share good practice across other Trust schools.</li> <li>develop and model a culture of collaboration within the school, Trust and wider community</li> </ul>	<ul style="list-style-type: none"> <li>provide feedback from the community on the school and the Trust</li> <li>participate in Trust-wide forums and events</li> <li>support the school in marketing and PR</li> <li>identify and broker support for the school from the wider local community</li> </ul>
External relationships	<ul style="list-style-type: none"> <li>build relationships with external organisations that can add value to the Trust</li> </ul>	<ul style="list-style-type: none"> <li>lead collaboration with organisations beyond the Trust</li> <li>manage relationships with the DfE/ESFA, LAs and other external agencies</li> <li>liaise other MATs, NSCL and others to ensure the interests of the Trust and member schools are well represented</li> </ul>	<ul style="list-style-type: none"> <li>establish/maintain relationships with the LA and other external agencies who support student learning and their social needs.</li> </ul>	<ul style="list-style-type: none"> <li>collaborate with Trust groups and parents and the local community</li> </ul>
<b>Communication</b>				
Internal	<ul style="list-style-type: none"> <li>promote effective communication between Trustees, EET and LGBs</li> </ul>	<ul style="list-style-type: none"> <li>ensure there is effective communication between Trustees, staff, LGBs, and all stakeholders</li> <li>develop communication mechanism between the schools</li> <li>communicate local views to Trustees and vice versa</li> </ul>	<ul style="list-style-type: none"> <li>ensure there is effective communication between the Trust, the school, LGB, parents, pupils and the local community</li> <li>communicate satisfaction or concerns to the EET</li> </ul>	<ul style="list-style-type: none"> <li>advocate for the school community</li> <li>ensure there is effective communication between the Trust, the school, parents, pupils and the local community</li> <li>communicate satisfaction or concerns to the EET or Trust Board if appropriate</li> </ul>
Stakeholders	<ul style="list-style-type: none"> <li>set the expectation for parental engagement and pupil voice activities</li> </ul>	<ul style="list-style-type: none"> <li>evaluate the level of parent engagement and pupil voice activities in schools</li> <li>review school analysis of response from parent engagement and pupil voice activities</li> </ul>	<ul style="list-style-type: none"> <li>promote high levels of parental support</li> <li>undertake annual pupil and parent satisfaction surveys and publish reports</li> <li>analyse responses from parent engagement and pupil voice activities</li> </ul>	<ul style="list-style-type: none"> <li>encourage and monitor appropriate parental and other stakeholder input into the school</li> <li>seek and discuss feedback on pupil leaders and pupil voice activities</li> <li>oversee the pupil experience</li> </ul>
External	<ul style="list-style-type: none"> <li>communicate with the press and media on matters having a bearing on the national reputation of the Trust</li> <li>ensure that all issues that put the reputation of the Trust at risk are reported to EDT</li> </ul>	<ul style="list-style-type: none"> <li>communicate with the press and media on matters having a bearing on the national reputation of the Trust and ensure that all issues that put the reputation at risk are reported to Trustees.</li> <li>support schools in managing press and media communication</li> <li>increase the national profile of the Trust</li> </ul>	<ul style="list-style-type: none"> <li>communicate with press and media on all matters relating to the school ensuring appropriate escalation to the EET and Trust Communications Manager where required.</li> </ul>	<ul style="list-style-type: none"> <li>participate in community activities and increase the profile of the school with local stakeholders</li> </ul>

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Brand	<ul style="list-style-type: none"> <li>▪ determine and approve the Trust brand</li> </ul>	<ul style="list-style-type: none"> <li>◆ communicate and ensure correct use of Trust branding</li> </ul>	<ul style="list-style-type: none"> <li>• comply with the Trust's branding requirements</li> </ul>	<ul style="list-style-type: none"> <li>◆ comply with the Trust's branding requirements</li> <li>◆ contribute to maximizing the value of the school's distinctive character</li> </ul>

