



The Keys Federation Academy Trust

Roles and Responsibilities of Governance

(Scheme of Delegation)

September 2018

Roles and responsibilities of Governance – September 2018

This document outlines the different areas of delegation and responsibility for the Board of Directors, Federation Executive Team, Local Advisory Committee (LAC) and Principals. It has been divided into sub areas in which the responsibilities of each group are shown. Governance should be, at all times, in line with the strategies of the Trust Board.

Governance

| Board of Directors/Trustees and/or committees | Federation Executive Team | Local Advisory Committee (LAC) | Principals |
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| <ul style="list-style-type: none"> To determine the mandatory core services to be delivered by the Trust on behalf of its schools and to identify additional services to be procured for individual schools. To consider requests from other schools to join the Trust. Are legally responsible for the charities, schools and their governance. Are responsible for its own processes in line with the legal requirements as set down in the Articles of Association and the Master Funding Agreement. Have legal responsibility for statutory compliance. Can choose to delegate some responsibilities to the LAC and to Senior Leaders. Are responsible for succession planning and the recruitment of the Chair, Board members, and LAC Chairs to ensure an appropriate balance of skills and effectiveness. Are responsible for appointing (and removing) the Chair, Clerk and members of the LAC. Are responsible for its own training and new member induction. Are responsible for evaluating and regulating their own processes and effectiveness and those of the LAC. Are responsible for declaring any business interest they have in relation to The Academy Trust and its schools and setting up a Register of Business Interests. To approve and set up a directors'/representative's Expenses Scheme | <ul style="list-style-type: none"> Act on behalf of the board to enable them to discharge their duties in relation to statutory compliance and the performance of schools. Are responsible for supporting the Academy Trust Board and the Local Advisory Committee (LAC) with their training and new member induction. Are responsible for providing the Academy Trust Board and LAC with advice and guidance to help them improve and evaluate their processes and effectiveness. Provide administrative support for the Academy Trust Board. | <ul style="list-style-type: none"> Is responsible for its own processes in line with the legal requirements as set down in the Articles of Association and the Master Funding Agreement. Is responsible for succession planning and proposing LAC nominees to the Board to ensure an appropriate balance of skills and effectiveness, by following the process below: <ol style="list-style-type: none"> 1) Review skills audit and identify skills gaps 2) Seek nominations 3) Chair of LAC to complete LAC nomination form and ask the nominee to complete and return the skills audit (all documentation is available from GovernorHub) 4) Chair to submit LAC nomination form and completed skills audit to next meeting of Board of Directors 5) Board of Directors approve/reject nomination 6) Clerk to LAC contacts nominee with outcome of Director's decision and, if approved, circulates required forms for completion Is responsible for undertaking training. Is responsible for evaluating its own processes and effectiveness. Representatives are responsible for declaring any business interests they have in relation to the Academy Trust and its schools. | <ul style="list-style-type: none"> School provides administrative support and arrangements for clerking for the Local Advisory Committee (LAC) |

Roles and responsibilities of Governance

Communication across the shared Governance

| Board of Directors/Trustees and/or committees | Federation Executive Team | Local Advisory Committee (LAC) | Principals |
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| <ul style="list-style-type: none"> Communicate a clear strategic vision for the Academy Trust and the schools. | <ul style="list-style-type: none"> Ensure good communication between the Academy Trust, the Board, LAC Chairs, Principals and schools. | <ul style="list-style-type: none"> LAC Chair and Principals are responsible for ensuring representatives have all the information they require to be well informed about both the school and the Academy Trust. LAC Chair is also responsible for ensuring the views of the LAC are well communicated to the Academy Trust Board . Is responsible for submitting agendas/papers/minutes for LAC meetings to the Academy trust Board. Is responsible for ensuring the activities of the LAC are communicated clearly to the school community. To review and ensure publication of the statutory information on the school websites. | <ul style="list-style-type: none"> Principal and LAC Chair are responsible for ensuring representatives have all the information they require to be well informed about both the school and the Academy Trust. |

Strategic Planning

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| <ul style="list-style-type: none"> Develop the overall strategic vision for The Keys Federation Academy Trust and it's schools. Approve the school improvement plans from all the schools. | <ul style="list-style-type: none"> Are responsible for implementing the Academy Trust Board's strategic vision. Provide professional support and encouragement to the schools in developing and implementing their SIPs. | <ul style="list-style-type: none"> To be aware of the Academy Trusts Board's strategic vision as it applies to the school. With the principal oversees the development and regular review of the school's improvement plan. | <ul style="list-style-type: none"> Principal is responsible for developing the school's improvement plan. Principal is responsible for implementing the school's improvement plan. |
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Roles and responsibilities of Governance

School Organisation and Admissions

| Board of Directors/Trustees and/or committees | Federation Executive Team | Local Advisory Committee (LAC) | Principals |
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| <ul style="list-style-type: none"> To publish proposals to change category of school or make decisions to expand a school. To set the times of school sessions and the dates of school terms and holidays. To ensure that the school meets for 380 sessions in a school year. To establish, adopt and monitor an Academy Trust policy on Food and ensure that nutritional standards are met. (Resources) To ensure provision of free school meals to those pupils meeting the criteria. (Resources) To approve admission criteria for the schools. | <ul style="list-style-type: none"> CEO and DAE provide professional advice to Board of Directors relating to times of school sessions and school terms and holidays. To arrange to consult, on behalf of the Board of Directors, on any proposed changes to the admission criteria for the schools. | <ul style="list-style-type: none"> To propose and recommend to the Directors, any changes to the admission criteria for the schools. To make criteria application decisions for new intake – <i>final list to be submitted to Mrs. J. Jones, CFO for checking.</i> To appeal against LA directions to admit pupil(s). To agree arrangements for appeals. | <ul style="list-style-type: none"> Is responsible for the implementation of the Trust policy on Food To undertake admission appeals on behalf of the Board of Directors. |

Roles and responsibilities of Governance

Overall Academic Performance

| Board of Directors/Trustees and/or committees | Federation Executive Team | Local Advisory Committee (LAC) | Principals |
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| <ul style="list-style-type: none"> • Have ultimate responsibility for the overall performance and standards of The Keys Federation Academy Trust and it's school's. • To agree targets for pupil achievement and receive regular reports on progress. (QA & S) | <ul style="list-style-type: none"> • CEO and DAE provide professional support to schools to support improvement and delivery of high quality academic performance. • CEO and DAE are responsible for monitoring the school's performance and compliance – internal scrutiny • CEO and DAE are responsible for monitoring the school's response to the recommendations of the last inspection and any significant changes in the quality of education or care. • DAE is responsible for monitoring, knowing, understanding and challenging the overall quality of pupil's progress, achievements and learning. • DAE is responsible for monitoring, knowing, understanding and challenging the progress, achievement and learning of different groups of pupils (such as special needs, looked after children, racial groups, pupils with disabilities, pupils with English as an additional language, highly able pupil and pupils facing financial disadvantage) and the provisions that are in place to support them. | <ul style="list-style-type: none"> • Is responsible for supporting the school in it's self-evaluation of significant strengths and areas of improvement (academic and other achievements, personal development, governance, leadership and management) • To have knowledge and understanding of the school's response to the recommendation of the last inspection and any significant changes in the quality of education or care. • Is responsible for supporting the school in it's SIAMs self evaluation and improvement plans. | <ul style="list-style-type: none"> • Is responsible for the accurate self-evaluation of the school, it's strengths and areas for improvement, implementing a plan of action to improve and develop based on the evaluation. • Has a detailed understanding of the achievements and progress of different groups of pupils based on accurate evidence of individual pupil achievement and progress and sets targets appropriately. • Is accountable for pupil outcomes. • Knows what to do to improve academic performance and ensures appropriate action is taken in a timely, consistent and strategic way. • Is responsible for the accurate SIAMs self-evaluation of the school, it's strengths and areas for improvement and for implementing a plan of action to improve and develop based on the evaluation. |

Inspection

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| <ul style="list-style-type: none"> • Receive final inspection reports. • Is responsible for engaging fully with the inspection process. • Communicates the outcomes of the inspection process with parents and carers. | <ul style="list-style-type: none"> • Provide support to the schools' prior to and during inspections. | <ul style="list-style-type: none"> • Understands the requirements of the inspection process and supports the Principal. • Engages fully with the inspection process. | <ul style="list-style-type: none"> • Is responsible for ensuring all staff, the LAC and the Trust Board fully understand requirements of the inspection process. • Is responsible for ensuring the school is 'inspection ready' at all times. |
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Roles and responsibilities of Governance

Quality of Teaching

| Board of Directors/Trustees and/or committees | Federation Executive Team | Local Advisory Committee (LAC) | Principals |
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| <ul style="list-style-type: none"> Are responsible for ensuring sufficient resources are allocated to deliver the highest possible standards of teaching. | <ul style="list-style-type: none"> Are responsible for supporting, challenging and advising the school and LAC in its programme of improvement. Are responsible for monitoring statutory compliance on behalf of the Trust Board. | <ul style="list-style-type: none"> Is responsible for knowing and understanding the school's own evaluation of the quality of teaching through input in the self-evaluation form. With the Principal, is responsible for supporting the school in its programme of improvement. | <ul style="list-style-type: none"> Is responsible for the quality of teaching in the school. Is responsible for the accurate self-evaluation of the quality of teaching, its strengths and areas for improvement and for implementing action to address this. |

Curriculum

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| <ul style="list-style-type: none"> Are responsible for developing the strategic vision for the Academy Trust and approving the curriculum and qualifications framework to provide a broad and balanced curriculum To make the decision to cease providing extended school provision. To establish and review a written policy for the provision of sex and relationship education. | <ul style="list-style-type: none"> Provides curriculum and qualifications guidance for all schools. Monitor the implementation of the curriculum, strategic vision and guidance. Along with the LAC are responsible for supporting, challenging and advising the school in the development and implementation of its curriculum. Are responsible for monitoring statutory compliance on behalf of the Trust Board. | <ul style="list-style-type: none"> Is responsible for agreeing the principles on which the school's curriculum policies are based in line with guidance as prepared by the Academy Trust. Is responsible for knowing and understanding the school's own evaluation of the quality of its curricular and extra-curricular provision. Is responsible for supporting the school in the development and implementation of its curriculum framework and its extra-curricular provision. To monitor and review the Trust's policy and procedures for the conduct of school journeys, visits and residential activities. | <ul style="list-style-type: none"> Is responsible for the development and implementation of the school's curriculum framework. Is responsible for the development and implementation of the school's extra-curricular provision. |
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Roles and responsibilities of Governance

Early Years Foundation Stage (EYFS) as applicable

| Board of Directors/Trustees and/or committees | Federation Trust Executive Team | Local Advisory Committee (LAC) | Principals |
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| <ul style="list-style-type: none"> Appoints a Director to have specific responsibility for EYFS | <ul style="list-style-type: none"> DAE and Principal for Early Years are responsible for monitoring statutory compliance with respect to EYFS. | <ul style="list-style-type: none"> Is responsible for monitoring the school's evaluation of the quality of EYFS provision through liaison with the school Principal, the DAE and the Principal for Early Years. | <ul style="list-style-type: none"> Is responsible for quality provision of EYFS and for implementing actions to address weaknesses. |

RE (all schools) and Collective Worship (Church schools only)

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| <ul style="list-style-type: none"> To establish the Trust policies for Collective Worship and Religious Education. To receive regular reports from the LAC on RE and Collective Worship, through the LAC minutes | <ul style="list-style-type: none"> To monitor the effectiveness of RE leadership and management. | <ul style="list-style-type: none"> To monitor and review the Trust's policies and provision for Collective Worship and Religious Education. To consider the effectiveness of the curriculum in RE, especially the teaching of Christianity. To consider and advise the Directors on the Christian Character of the schools and support and monitor links between the school and the Parish. To consider how well the Christian Character contributes to academic achievement and personal development of all learners. To consider how well Collective Worship enables participants to develop an understanding of Jesus Christ and of God as Father, Son and Holy Spirit. To consider how well Collective Worship sets the distinctive values of the school as a Christian community. To make arrangements for LAC representatives to be represented at acts of Collective Worship where possible. | <ul style="list-style-type: none"> Is responsible for the implementation of the RE and Collective Worship policies and procedures. To ensure that all pupils take part in a daily act of Collective Worship (church schools) |
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Roles and responsibilities of Governance

Welfare, Safety and Child Protection

| Board of Directors/Trustees and/or committees | Federation Executive Team | Local Advisory Committee (LAC) | Principals |
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| <ul style="list-style-type: none"> • Are responsible for setting overall policies for safeguarding, child protection, PREVENT and Modern British Values. • Review on an annual basis The Academy Trusts Safeguarding policy and practices and how their duties have been discharged. • Appoints a Director to have specific responsibility for welfare and child protection in the school(s), reporting to the Trust Board as appropriate, and liaising with the LA or partner agencies as necessary. • Set the strategic vision for the spiritual, moral and social and cultural development of pupils. • To establish the Trust's Positive Behaviour Management Policy. • To establish, adopt, evaluate and annually review the Trust's Equality Scheme and associated policies to ensure compliance with the Equality Act 2010. • To discharge duties in respect of pupils with special educational needs and disabilities by appointing a 'responsible person'. • Is accountable for the provision of each individual child's education | <ul style="list-style-type: none"> • Through the Trust Safeguarding Lead, provide safeguarding and child protection guidance for all schools. • Monitor the implementation of the safeguarding and child protection guidance • Are responsible for monitoring statutory compliance with respect to the quality of spiritual, moral, social and cultural development of pupils on behalf of the Trust Board • Ensure all board members have the appropriate child protection checks and are recorded on the central Single Central Record . | <ul style="list-style-type: none"> • Monitors and supports the welfare of children in the school(s) including <ol style="list-style-type: none"> 1. Attendance 2. Behaviour 3. British Values 4. Equality 5. Well-being • Is responsible for knowing and understanding the school's own evaluation of the quality of spiritual, moral, social and cultural development of pupils. • To monitor pupil attendance and annually agree pupil attendance targets. | <ul style="list-style-type: none"> • Is responsible for safeguarding and child protection within the school. • Is responsible for the quality of spiritual, moral, social and cultural development of pupils. • Is responsible for ensuring that arrangements take into account the procedure and practice of the Academy Trust. • Is responsible for providing reports on welfare and child protection to the Academy Trust Board. • Is responsible for identifying risks to effective safeguarding and taking action to reduce potential risks. • To ensure that the Trust's Safeguarding & Child Protection Policy, PREVENT Duty and Modern British Values are implemented. • Is responsible for ensuring educational provision for all children in their school. |

Roles and responsibilities of Governance

Provision of Information

| Board of Directors/Trustees and/or committees | Federation Executive Team | Local Advisory Committee (LAC) | Principals |
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| <ul style="list-style-type: none"> To prohibit political indoctrination and ensuring the balanced treatment of political issues. | <ul style="list-style-type: none"> Monitor statutory compliance on behalf of the Trust Board. Are responsible for monitoring statutory compliance in relation to the information provided to the regulators, parents and others on behalf of the Trust Board. Provide guidance and Academy Trust policies. | <ul style="list-style-type: none"> Is responsible for monitoring the quality information provided by the school. Is responsible for supporting and challenging the school on the quality of information. Is responsible for reviewing identified school policies and their implementation in an annual programme. To contribute to the school prospectus. To review and recommend adoption of the home-school agreement to directors. | <ul style="list-style-type: none"> Is responsible for the development and implementation of Academy Trust policies in line with statutory requirements. Ensures LAC/Trust Board access to all information provided to regulators, parents, prospective parents and the local community. Ensures the information provided by the school is of a high standard. |

Links with Community, Parents and Carers

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| <ul style="list-style-type: none"> No direct role or responsibility. | <ul style="list-style-type: none"> No direct role or responsibility. | <ul style="list-style-type: none"> Is responsible for monitoring the school's links with community, parents and carers. Is responsible for supporting and challenging the school to improve and develop links. | <ul style="list-style-type: none"> Is responsible for developing effective links with community, parents and carers. |
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Roles and responsibilities of Governance

The handling of complaints

| Board of Directors/Trustees and/or committees | Federation Executive Team | Local Advisory Committee (LAC) | Principals |
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| <ul style="list-style-type: none"> Is responsible for managing and hearing any appeals as part of the complaints process. | <ul style="list-style-type: none"> Is responsible for handling complaints at stage 2. Are responsible for monitoring statutory compliance in relation to complaints. Provide guidance and Trust policy on complaints handling. Redirect complaints received at Head Office to the appropriate person. Receives regular reports from the Principal on all complaints. | <ul style="list-style-type: none"> No direct role or responsibility. | <ul style="list-style-type: none"> Is responsible for responding to and dealing with all complaints, initially at school level. |

Review of local policies, processes and procedures

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| <ul style="list-style-type: none"> To determine, on an annual basis, those policies which will be developed by the Trust and mandatory for all Trust Academies. To establish a Charging and Remissions Policies; a Whistleblowing Policy; a write-off Policy; the Academy trust's ICT Security Policy; an Anti-Fraud, Bribery and Corruption Policy and a Trust Lettings Policy. | <ul style="list-style-type: none"> Ensure adherence to regular cycle of school policy review e.g. SEN, data protection, complaints, equality statement. To provide the Trust, on an annual basis, copies of all policies and procedures and a schedule for their review ensuring compliance with statutory regulations. | <ul style="list-style-type: none"> To have knowledge and understanding of the identified curriculum/operational policies within the school. | <ul style="list-style-type: none"> Regular updating with Federation Executive Teams of all Academy Trust policies e.g. SEN, data protection, complaints, equality statement. Regular updating of process and procedures e.g. attendance registers, complaints log, work experience procedures. |
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Roles and responsibilities of Governance

| Staffing | | | |
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| Board of Directors/Trustees and/or committees | Federation Executive Team | Local Advisory Committee (LAC) | Principals |
| <ul style="list-style-type: none"> • Are responsible for the recruitment, and appointment, of the Chief Executive Officer (CEO), Chief Financial Officer (CFO) and Director of Academy Excellence (DAE). • Chair is responsible for the suspension of the CEO. • Are responsible for the dismissal of the CEO. • Can end the suspension of the Federation Executive Team and Principals (Board) • Can end the suspension of other staff (Resources). • Are responsible for the recruitment and appointment of Principals. • Are responsible for determining the staff complement within agreed budgets and for determining any dismissal payments/early retirement (Resources). • To approve, monitor and review the Trust's Pay Policy (Resources). • To approve and review all policies and procedures relating to employment law (Resources). | <ul style="list-style-type: none"> • Provide the Trust Board and school's with professional HR support and advice relating to the recruitment of staff. • Provide the Trust Board with administrative support in the recruitment of Principals and senior staff. • Trust Safeguarding Lead, CFO and FF&HR O are responsible for monitoring the Single Central Record and statutory compliance with respect to training for safer recruitment on behalf of the Trust Board. • Support the Principals in the appointment process of senior leadership team members as required. • Appointment of other teachers and non-teaching/support staff. • CEO/DAE are responsible for the suspension of other staff. • CEO is responsible for the dismissal of other staff. • CEO is responsible for the suspension and dismissal of the Federation Executive Team and Principals • Using key performance data provided by the school stays fully aware of the school's activity in terms of it's staff, staffing structures and more general HR data and can support and challenge appropriately. • Comply with all policies dealing with staff and take account of any pay terms and standard contracts or T&Cs set by the Directors. • Manage any claims and disputes having regard to advice and recommendations given by the Directors | <ul style="list-style-type: none"> • No direct role or responsibility | <ul style="list-style-type: none"> • In conjunction with the Federation Executive Team is responsible for the recruitment and appointment of school staff other than the Principal. • Is responsible for the accuracy of the school's Single Central record and statutory compliance with respect to training for safer recruitment. |

Roles and responsibilities of Governance

Staff professional development

| Board of Directors/Trustees and/or committees | Federation Executive Team | Local Advisory Committee (LAC) | Principals |
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| <ul style="list-style-type: none"> • Are responsible for ensuring sufficient resources are allocated to people development. • Are responsible for the development of the staff development strategy and the Spirit of Purpose (SoP). | <ul style="list-style-type: none"> • Provide support for professional development, training, induction, talent development and succession planning across the whole group through Spirit of Purpose (SoP). • Lead strategic vision. • Design, develop, commission, and deliver professional development programmes – The Spirit of Purpose (SoP). | <ul style="list-style-type: none"> • No direct role or responsibility | <ul style="list-style-type: none"> • Develops and implements the school's strategy. • Delivers professional development programmes at school and Academy Trust level. • Contributes to The Academy Trust development programme – Spirit of Purpose (SoP). |

Performance Management

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| <ul style="list-style-type: none"> • Are responsible for developing, monitoring the implementation and annually reviewing the performance management policy. • Are directly responsible for the performance management of the Chief Executive Officer (CEO) and ensures ALL staff performance over the previous academic year is reviewed and performance objectives set for the forthcoming year. • To make recommendations to the Resources Committee on performance related pay awards (Performance Management). • To approve performance related pay awards and annually review and approve teaching and support staff salaries (Resources) • Establishes policy and participates in appeals as part of the grievance, capability or disciplinary process. | <ul style="list-style-type: none"> • Are directly responsible for the performance management of the Trust's Senior Leaders and Principals. • Provide professional support for performance management across all schools. • Lead the strategic vision. • CEO and DAE monitor performance management across all schools and provides reports on performance management to the Board of Directors | <ul style="list-style-type: none"> • No direct role or responsibility. | <ul style="list-style-type: none"> • Implements performance management for staff in school. • Provides termly reports on performance management to the Federation Executive Team. |
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Roles and responsibilities of Governance

Finance

| Board of Directors/Trustees and/or committees | Federation Executive Team | Local Advisory Committee (LAC) | Principals |
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| <ul style="list-style-type: none"> • Are legally responsible for the assets and accounts and for statutory compliance. • Develop the overall strategic vision for the finances of the Academy Trust and the schools. • Set the financial parameters for the schools' budgets. • Develop the strategic plan for capital expenditure, considering all schools' five year Building and Grounds Development Plan. • To ensure centrally procured services provide value for money by considering economy, efficiency and effectiveness of goods and services. • To approve the first formal budget plan each financial year. • To establish financial decision levels and limits – CEO up to £15,000; Resources Committee up to £30,000; Board of Directors over £30,000. • To appoint the Responsible Officer, auditors and accountants. • To ensure that proper procedures are put in place for the safeguarding of funds responsibility and that the requirements of the Academies Financial Handbook and the Master Funding Agreement are observed at all times as well as any requirements and recommendations of the Secretary of State. • To monitor income and expenditure of all funds and report the financial situation to the Board of Directors regularly (Resources). To approve any virements between budget headings and/or likely budget overspends (Resources) • To discuss/approve any significant unplanned financial expenditure outside of the agreed budget and options for identifying available funding (Resources) • To enter into contracts up to the limits of delegation and within an agreed budget – CEO up to £15,000; Resources Committee up to £30,000; Board of Directors over £30,000. • To review annually and adopt a Scheme of Financial Administration and complete and approve an annual self- assessment (Resources). | <ul style="list-style-type: none"> • Act on behalf of the Trust Board to discharge the duties in relation to statutory compliance and financial performance of The Academy Trust and schools. • Provide central accounting, financial planning, treasury and financial systems services to the schools. • To oversee the day-to-day operation of the Academy Trust finances and ensure payments are made within agreed financial limits and appropriate income is received. • Prepares the budget for approval by the board. • To develop and propose the individual school budgets, taking into account the Academy Trust improvement plan priorities and establish and maintain a three-year rolling indicative oversight of the Trust's budget. • To provide monthly management accounts to the Board of Directors | <ul style="list-style-type: none"> • No direct role or responsibility. | <ul style="list-style-type: none"> • Works closely with Business Development Department in the preparation of the budget for approval by the Board. • Is responsible for controlling costs and ensuring budget commitments are met. • Is responsible, with the Business Development Department for developing capital expenditure priorities for submission in line with the schools five year Building and Grounds Development Plan. |

Roles and responsibilities of Governance

Finance continued ...

| Board of Directors/Trustees and/or committees | Federation Executive Team | Local Advisory Committee (LAC) | Principals |
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| <ul style="list-style-type: none"> • To annually review financial benchmarking data and apply any outcomes to the budget setting process (Resources) • To contribute to, and monitor the relevant areas of the SIP by ensuring that budget planning supports identified priorities (Resources). • To develop appropriate risk management strategies and at all times adopt financial prudence in managing the financial affairs of the Company in so far as these relate to the Academy Trust. • To maintain an oversight of the adequacy and effectiveness of the Academy Trust's governance, risk management, internal control and value for money framework and report findings annually to the Board as a critical element of the Trust's annual reporting arrangements (Resources). • To advise the Board on an appropriate programme of work to be delivered by independent assurance providers (external auditors and responsible officer). This programme of work to be derived from the Resource Committee's regard of the key risks faced by the Trust, the assurance framework in place and its duty to report to the Directors (Resources). • Review the external auditor's annual planning document and approve the planned audit approach (Resources). • To receive external audit reports of public funds and consider any issues raised, the associated management response and action plans (Resources). • Regularly monitor outstanding audit recommendations and ensure any delays to implementation dates are reasonable (Resources). • Consider any additional services delivered by the external auditor or other assurance provider and ensure appropriate independence is maintained (Resources). • Ensure appropriate co-operation and co-ordination of the work of the external auditor and responsible officer (Resources). • Meet with the external auditor at least annually and receive termly responsible officer reports (Resources). • To ensure the generation of business income is undertaken in a manner consistent with the Trust's ethos and charitable objects. | | | |

Roles and responsibilities of Governance

Health & Safety

| Board of Directors/Trustees and/or committees | Federation Executive Team | Local Advisory Committee (LAC) | Principals |
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| <ul style="list-style-type: none"> • Are responsible for setting overall policies for health and safety. • Appoints a committee to have specific responsibility for health and safety in the school(s), reporting to full Trust Board as appropriate. | <ul style="list-style-type: none"> • Provide health and safety guidance for all schools. • Monitor the implementation of the health and safety guidance. • Are responsible for monitoring statutory compliance with respect to health and safety on behalf of the Trust Board. | <ul style="list-style-type: none"> • Supports the Principals in ensuring statutory compliance with Health & Safety in the school. | <ul style="list-style-type: none"> • Is responsible for health and safety within the school. • Is responsible for the implementation of health and safety policies and for statutory compliance. • Is responsible, with the Estates Team, for providing reports on health and safety. |

Building and Maintenance

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| <ul style="list-style-type: none"> • Develop the strategic estate management plan for capital expenditure, considering all schools' Five Year Building and Grounds Development Plans and identifying the suitability of building and facilities in light of long term curriculum needs to ensure the buildings and facilities are maintained to a good standard. • Overseeing the preparation and implementation of building development contracts. (Resources) • Procuring, repairing and routinely maintaining buildings, including developing properly funded maintenance plans and ensuring value for money in the use of DFC and CIF funding (Resources). • To monitor and review the use of energy within the Academy Trust and its schools and implement proposals for more effective management of energy use to deliver improved environmental performance (Resource). • Ensure adequate Buildings Insurance and Personal Liability Insurance is in place. • Having regard at all times to the safety of the users of the buildings and the facilities and the legal responsibilities as owners of such buildings and facilities. • To be responsible for any disposals or acquisitions of land owned by the company. | <ul style="list-style-type: none"> • Develop the wider estates policy in line with The Academy Trusts strategy. • Provide the Board and schools with professional support and advice relating to the management of buildings and estates. • Are responsible for monitoring compliance with statutory regulations relating to premises and grounds. | <ul style="list-style-type: none"> • No direct role or responsibility. | <ul style="list-style-type: none"> • Is responsible for the maintenance of the school and facilities, with support from Business Development Department. • Is responsible, with the Business Development Department for developing priorities for capital expenditure and large scale 'minor works' in line with plan. |
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