

Scheme of Delegation – Appendix 3 to the Governance Charter 2026-27

Category:	Trust-wide Policy
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Summary of key changes from version 16

This section highlights and summarises the key changes from the previous version.

Changes from v16 relate to:

- Reflects the role of the various cross-Trust strategy groups, Hubs and Working Groups
- Updates responsibilities in relation to senior staff performance management reviews and the development reviews of strategic service leads
- Reflecting the CEO's overall accountability for the quality of schools, services and operations across the Trust
- Removal of references to Free School developments as this programme no longer exists.

Changes from v17 relate to:

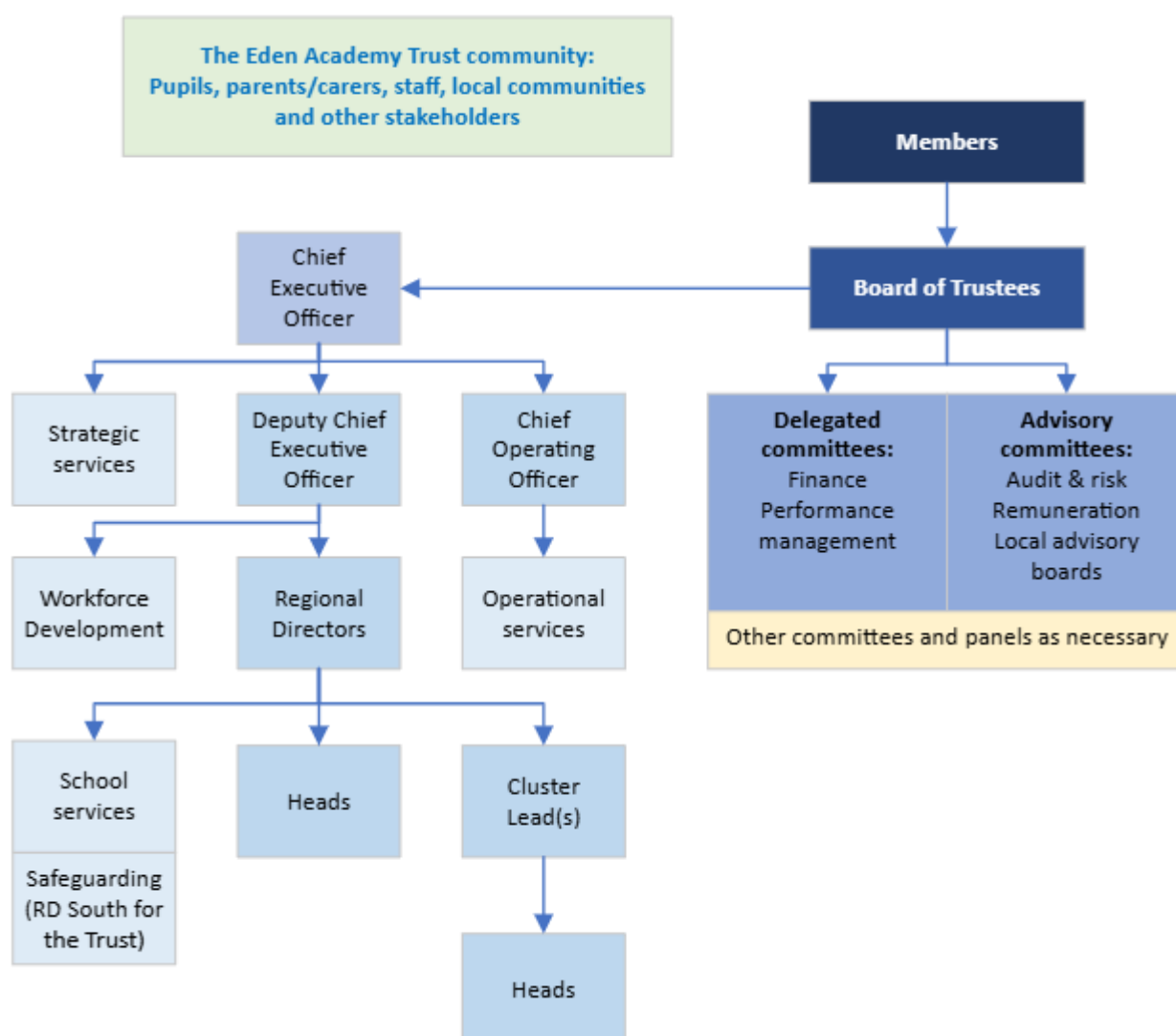
- Election of John Moffat as Board Chair
- Appointment of Albert Read and Jason Rose as Trustees
- Resignation of Leena Dattani as a Trustee
- Portfolio and committee assignments resulting from the above

1. Decision Matrix Key

Role holder or group			
CEO	Chief Executive Officer	DCEO	Deputy CEO
COO	Chief Operating Officer	RD	Regional Director(s)
CL	Cluster Lead	LAB	Local Advisory Board

2. Structure

The Board of Trustees operates and delegates through the governance structure illustrated below.



3. Vision, ethos and strategy (including compliance)

Activity, context & summary	Members	Trustees	Board committees and portfolios	Executive	Heads	Other
Setting Trust vision The Board is responsible for setting the Trust's overall vision.	Members will be consulted on changes to the Trust's vision	The Board is accountable and responsible for setting the Trust's overall vision	Local Advisory Boards will be consulted on changes to the Trust's vision	The Chief Executive Officer is responsible for drafting the vision in conjunction with all other executive leaders	Heads will be consulted on changes to the Trust's vision	Service Managers and other leaders will be consulted on changes to the Trust's vision
Setting Trust strategy The Board is responsible for setting the Trust's overall strategy.	Members will be consulted on changes to the Trust's strategy	The Board is accountable and responsible for drafting and setting the Trust's strategy and holding the CEO to account for progress against this	Local Advisory Boards will be consulted on changes to the Trust's strategy	The Chief Executive Officer will be consulted on changes to the strategy in conjunction with all other executive leaders and is responsible for the overall delivery Regional Directors will lead on the input from and implications for their region	Heads will be consulted on changes to the Trust's strategy	Service Managers and other leaders will be consulted on changes to the Trust's strategy
Setting school and service improvement plans in line with Trust priorities These are developed by the school and approved by the executive team and shared with the Board	Members will be informed of school and service improvement plans	The Board is informed of the improvement plans for all schools and services	The portfolio holders for standards and central services are responsible for monitoring progress against the plans and reporting this to the Board. Local Advisory Boards will be consulted on improvement plans for their schools	The executive team are responsible for approving improvement plans and holding Heads and service managers to account for progress against the plans as follows: • CEO for strategic services • DCEO for education services • COO for operational services • Regional Directors for schools and school services	The Executive Head or Headteacher is responsible for the development and delivery at their own school. Where there is an Executive Head, the Head of School will lead on this.	Service Managers are responsible for the development and delivery at their own service.

Activity, context & summary	Members	Trustees	Board committees and portfolios	Executive	Heads	Other
Setting Trust culture and values The Board is responsible for setting the Trust's overall value statements.	Members will be consulted on changes to the Trust's value statements	The Board is accountable and responsible for setting the Trust's value statements	Local Advisory Boards will be consulted on changes to the Trust's culture and values	The Chief Executive Officer is responsible for drafting values statements in conjunction with all other executive leaders	Heads will be consulted on changes to the Trust's value statements	Service Managers and other leaders will be consulted on changes to the Trust's value statements
Engaging with parents The Board should ensure parental engagement takes place; individual schools are responsible for engaging with their individual parent communities.	Members will be informed on activities related to parental engagement	The Board is accountable for ensuring that parental engagement is covered through the Governance Charter and scheme of delegation and that LABs are fulfilling their role in relation to parental engagement	Local Advisory Boards are responsible for having a <i>minimum</i> of 2 parents on their membership at any time and for ongoing engagement with the parent community at their school. The LAB Liaison Forum will support LAB Chairs through the sharing of good practice.		Heads are responsible for supporting LAB recruitment of parent members and for ensuring that ongoing parental engagement is part of the school's ongoing communications	The Head of Governance, Policy & Compliance is responsible for monitoring parental membership on LABs and supporting recruitment where necessary. The Marcomms Manager is responsible for supporting schools' communication activities including strategies for communicating with parents where requested. The Family Engagement Strategy Group oversees the strategy around engagement
Ensuring compliance with equalities legislation The Board is responsible for ensuring overall compliance with legislation but delegates compliance delivery.		The Board is accountable for ensuring that the Trust complies with all relevant legislation and responsible for ratifying all relevant Trust-wide policies	The Finance Committee provides advice and assurance to the Board, led by the Trustee portfolio holder for audit & risk management	The Chief Executive Officer is responsible for compliance delivery Regional Directors are responsible for approving school-based policies and monitoring delivery compliance in their region.	The Executive Head or Headteacher is responsible for compliance delivery at their own school along with the development of relevant school-based policies. Where there is an Executive Head, the Head of School will lead on this.	The Head of Governance, Policy & Compliance is responsible for monitoring policy compliance across the Trust.

Activity, context & summary	Members	Trustees	Board committees and portfolios	Executive	Heads	Other
Nominating safeguarding lead Trustee A Trustee portfolio holder takes strategic leadership responsibility for the Trust's wider safeguarding arrangements and reporting to the Board	Members will be informed of Trustee portfolio assignments	The Board is accountable and responsible for ensuring that the Trust has a designated safeguarding Trustee portfolio holder	The safeguarding portfolio holder is delegated to be responsible for the Trust's wider safeguarding arrangements and liaising with the Regional Director (South) who has the operational lead Local Advisory Boards will be informed of the arrangements within individual schools	The Regional Director (South) is responsible for the development and delivery of Trust-wide safeguarding arrangements including drafting of relevant policies and leading the operational Safeguarding Hub	The Executive Head or Headteacher is responsible for safeguarding delivery at their own school along with the development of relevant school-based policy appendices to support the Trust-wide policy. Where there is an Executive Head, the Head of School will lead on this.	The Safeguarding Officer will be responsible for providing operational support and guidance for schools, the Regional Director (South) and the Trustee portfolio holder.
Nominating SEND lead Trustee As a Special School MAT, all our provision is SEND and therefore covered under our standards and services arrangements.		The Board is accountable for oversight of the schools' provision through the normal routes	The standards portfolio holder is delegated by the Board to be responsible for monitoring provision. Local Advisory Boards are informed of the current provision and the SIPs			

Activity, context & summary	Members	Trustees	Board committees and portfolios	Executive	Heads	Other
Ensuring finance skill set on Board The Board ensures it has at least one individual with specific, relevant skills and experience of financial matters.	Members are responsible and accountable for the appointment of Trustees. In doing so they will have due regard to the skills and experience of all Trustees	The Board Chair is consulted on the composition of the Board and of the skills and performance of the Trustees and leads on the recruitment process		The CEO will be consulted on the composition of the Board and will support the Board Chair in identifying potential candidates as set out in the protocol agreed by Members. The COO will be consulted on the financial skills of the portfolio holder and the finance committee		The Head of Governance, Policy & Compliance will be responsible for supporting the Members in the recruitment of Trustees and understanding their skills and experience
Establishing and appointing Trust committees The Board delegates responsibilities to designated committees as set out in this document and the wider Governance Charter. It has also established a number of advisory committees and boards, without delegated powers. These include the Local Advisory Boards for each school which provide a local context to the governance arrangements. There are certain matters reserved to the Board that are not delegated, e.g., approval of final budget and accounts	Members will be informed of portfolio and committee appointments	Trustees are responsible for establishing all Board committees and approving their delegations and Terms of Reference which are set out in the Governance Charter	Committees are consulted on and Informed of their Terms of Reference	The CEO is consulted on the terms of reference for and membership of the committees	Heads are consulted on the membership of the Local Advisory Boards	The Head of Governance, Policy & Compliance will be responsible for supporting the Chair of Trustees on portfolio and committee appointments, ensuring that these are compliant with the Governance Charter and current legislation

Activity, context & summary	Members	Trustees	Board committees and portfolios	Executive	Heads	Other
Setting governance policies (data protection, information sharing, cyber security, Freedom of Information (FOI), code of conduct, complaints, whistleblowing) The Board sets policies for a range of areas of governance, data protection and HR across the Trust and ensures that all relevant policies are published online in accordance with government guidance. <i>Details of the Trust's policy management arrangements are set out in section 11 of this document.</i>		Trustees are responsible and accountable for setting governance policies. Responsibility for some policies is delegated to Finance Committee or Remuneration Committee as per their terms of reference within the Governance Charter	Responsibility for some policies is delegated to Finance Committee or Remuneration Committee as per their terms of reference within the Governance Charter. The Trustee portfolio holder for audit & Risk management will also be consulted on policies related to the Trusts financial governance arrangements	The Executive Team will be consulted on governance policies. In many cases they will be the designated policy owner with responsibility for drafting and updating policies for ratification by the Board or its delegated committees	Heads will be informed of governance policies and may also, in certain instances, be consulted.	The Head of Governance, Policy & Compliance is responsible for maintaining the schedule of Trust policies, ensuring these remain up to date and advising Trustees and senior leaders on required changes to comply with current statutory requirements
Setting Trust safeguarding practices, regarding statutory guidance, including appointing designated safeguarding lead (DSL) The Board has arrangements in place to ensure that it: • Carries out its functions with a view to safeguarding and promoting the welfare of children; and • Has regard to the statutory guidance issued by the Secretary of State in considering what arrangements they need to make for the purpose of that section Setting safeguarding policies (safeguarding and child protection, Prevent, looked after children, safer recruitment) Policies and procedures include reference to peer-to-peer abuse, gender issues, and allegations made against teachers and other staff.		Trustees are responsible and accountable for setting safeguarding policies and practices.	The Safeguarding Portfolio Holder is responsible for monitoring arrangements and policies and reporting back to the Board, as per the Terms of reference in the Governance Charter. The portfolio holder is also responsible for approving policies and procedures which will be reported to and <u>confirmed</u> by the Board	The Regional Director (South) is responsible for the day-to-day management of the Trust's safeguarding arrangements, supported by the Safeguarding Hub.	Heads will be informed of safeguarding policies and consulted on changes. Heads are also responsible for the implementation of the agreed policies and practices in their schools	The Trust's Safeguarding Lead will be responsible for leading on the development of policies and practice through the safeguarding hub

Activity, context & summary	Members	Trustees	Board committees and portfolios	Executive	Heads	Other
Delivering support for looked after children The Boards delegates to Heads, appointment of a designated teacher in each school and setting to promote the educational achievement of looked-after and certain previously looked- after children who are on the school roll.		Trustees are accountable for ensuring that appropriate arrangements are in place		The DCEO is responsible for ensuring that appropriate arrangements in place and for holding Heads to account	Heads are responsible for implementing appropriate arrangements in their schools and settings	
Carrying out disclosure and barring service (DBS) checks The Board has arrangements in place to ensure delivery of DBS and section 128 checks in line with Trust requirements. The Board receives assurance that these checks are delivered by the executive team and school staff.		Trustees are responsible and accountable for setting safeguarding policies and practices which include safer recruitment	The Safeguarding Portfolio Holder is responsible for monitoring arrangements and policies and reporting back to the Board, as per the Terms of reference in the Governance Charter	The Regional Director (South) is responsible for the day-to-day management of the Trust's safeguarding arrangements, including safer recruitment, supported by the Safeguarding Hub . Executive Directors are also responsible for the implementation of the agreed procedures in their teams	Heads will be informed of safer recruitment policies and procedures and consulted on changes through the safeguarding hub. Heads are also responsible for the implementation of the agreed procedures in their schools	Service Managers will be informed of safer recruitment policies and procedures. They are also responsible for the implementation of the agreed procedures in their teams
Setting health and safety policies The Board ensures compliance with health & safety legislation, including food safety, supporting pupils with additional health needs, first aid and fire safety through the executive team and schools, monitored by a Trustee portfolio holder		Trustees are responsible and accountable for setting health & safety policies and practices	The Asset Management Trustee Portfolio Holder is responsible for monitoring the arrangements and policies and reporting back to the Board, as per the Terms of reference in the Governance Charter	The COO is responsible for ensuring that Heads are aware of the various policies and contracting H&S consultancy to provide additional support and assurance to the Board through regular visits	Heads are responsible for the day-to-day management and implementation of the H&S policies within their schools	The Head of Governance, Policy & Compliance is responsible for maintaining the schedule of Trust policies, ensuring these remain up to date and advising Trustees and senior leaders on required changes to comply with current statutory requirements

Activity, context & summary	Members	Trustees	Board committees and portfolios	Executive	Heads	Other
Setting admissions policies The Board approves all admissions arrangements on an annual basis through oversight of the schools' Statement of Provision and SEN Information Report documents, which are published on the school websites.		Trustees are responsible and accountable for admissions policies		The DCEO is responsible for ensuring that all schools have appropriate admissions policies in place through the Statement of Provision and SEN Information Report documents and that these reflect current legal requirements. Regional Directors are responsible for signing off the Statement of Provision and SEN Information Reports	Heads are responsible for the drafting and implementation of their Statement of Provision and SEN Information Report documents	The Head of Governance, Policy & Compliance is responsible for maintaining the schedule of Trust policies, ensuring these remain up to date and advising Trustees and senior leaders on required changes to comply with current statutory requirements
Attending individual academy inspections The Governance Handbook summarises the Ofsted inspection process. The Trust decides which governance representatives will be present during inspections including Trustees (Chair and/or portfolio holders), executive leaders and Local Advisory Board chairs.		Trustees are responsible for deciding which Trustees will be present during individual school inspections				

4. Educational performance and staff performance management

Activity, context & summary	Members	Trustees	Board committees and portfolios	Executive	Heads	Other
Setting the Trust approach to curriculum and assessment, with regard to statutory requirements Education legislation states that the school curriculum should be balanced and broadly based. Whilst the roles and responsibilities vary between the Board, executive and schools the Board remains accountable for ensuring statutory requirements are met.		Trustees are accountable and hold the Trust executive and schools to account. This work is led for the by the standards portfolio holder	Local Advisory Boards are informed of the current offer and consulted on developments through the SDP	The DCEO, through the Regional Directors, is consulted on the schools' curriculum and assessment approaches	Heads are responsible for setting the curriculum and assessment approaches in their schools to meet the needs of the children in their settings.	The cross-Trust Curriculum, Outcomes and SEL Hubs/Groups guide development of provision and moderation in these areas.
Delivering Early Years Foundation Stage (EYFS), in line with statutory requirements The EYFS sets out requirements for both learning and development and safeguarding and welfare provision for children from birth to five'. EYFS policies and procedures should be set in line with the EYFS framework.		Trustees are accountable and hold the Trust executive and schools to account. This work is led for the by the standards portfolio holder	The Standards Portfolio Holder is delegated by the Board to be responsible for monitoring the provision. Local Advisory Boards are informed of the current offer and consulted on developments through the SDP	The DCEO, though the Regional Directors, is responsible for delivery across the Trust and consulted on planning at individual schools.	The Executive Head or Headteacher is responsible for the planning and delivery at their own school. Where there is an Executive Head, the Head of School will lead on this.	
Setting and delivering school curriculum and assessment in line with the Trust approach School leaders will be responsible for delivering in their school, with oversight and support offered by the executive team.		The Board is accountable for ensuring that all statutory requirements are met and the overall performance of the Trust's schools	The Standards Portfolio Holder is delegated by the Board to be responsible for monitoring the curriculum offer. Local Advisory Boards are informed of the current offer and consulted on developments through the SDP	The DCEO, though the Regional Directors, is responsible for delivery across the Trust and consulted on planning at individual schools.	The Executive Head or Headteacher is responsible for the planning and delivery at their own school. Where there is an Executive Head, the Head of School will lead on this.	

Activity, context & summary	Members	Trustees	Board committees and portfolios	Executive	Heads	Other
Developing curriculum policies¹ as required by school(s) (religious education; relationships, sex & health education; collective worship) Whilst the schools do not have to follow statutory guidance designed for maintained schools in relation to these areas, they must deliver these curriculum areas in line with the funding agreement and any emerging areas of government guidance as applied to academies. Whilst the roles and responsibilities vary between the Board, executive and schools the Board remains accountable for ensuring statutory requirements are met.		Trustees are accountable for ensuring that statutory requirements are met and will be informed of policies and arrangements		The DCEO, though the Regional Directors, is responsible across the Trust and consulted on planning at individual schools.	The Executive Head or Headteacher is responsible at their own school. Where there is an Executive Head, the Head of School will lead on this.	The Head of Governance, Policy & Compliance is responsible for maintaining the schedule of Trust policies, ensuring these remain up to date and advising Trustees and senior leaders on required changes to comply with current statutory requirements
Production and analysis of data The Board must have access to objective, high quality and timely data if it is to ensure and embed robust accountability and know the questions that need to be asked of the executive leaders.	Members are informed of key data	Trustees are informed of key data and the analysis and responsible for challenging Heads, through the executive team	The standards portfolio holder is responsible for leading the Board's responsibilities for receiving and analysing data and information and challenging the DCEO and the Regional Directors Local Advisory Boards will be informed of key data	The DCEO, though the Regional Directors, is responsible across the Trust for the production and analysis of key school management information across the Trust's schools	Heads are responsible for preparing key data for their schools and settings	

¹ See section 11 on policy management arrangements

Activity, context & summary	Members	Trustees	Board committees and portfolios	Executive	Heads	Other
Setting behaviour and welfare policies ² (behaviour, exclusions) The Trust must promote good behaviour amongst pupils and ensure that a written behaviour policy is drawn up, implemented effectively and a record is kept of the sanctions imposed upon pupils for serious misbehaviour.		Trustees are accountable for ensuring that statutory requirements are met and approving Trust-wide policies and will be informed of policies and arrangements		The DCEO, though the Regional Directors , is responsible across the Trust and consulted on planning at individual schools. Regional Directors lead collaborative work through the Trust's operational hubs.	The Executive Head or Headteacher is responsible at their own school. Where there is an Executive Head, the Head of School will lead on this.	The Head of Governance, Policy & Compliance is responsible for maintaining the schedule of Trust policies, ensuring these remain up to date and advising Trustees and senior leaders on required changes to comply with current statutory requirements
Delivering careers guidance, with regards to statutory requirements Schools must ensure there is an opportunity for a range of education and training providers to access all pupils in years 8-13, and statutory careers guidance must also be met. The Board should ensure compliance is achieved, with the executive team and schools delivering careers guidance.		Trustees are accountable for ensuring that statutory requirements are met and will be informed of policies and arrangements		The DCEO, though the Regional Directors , is responsible across the Trust for ensuring that appropriate arrangements are in place which meet statutory requirements and consulted on planning at individual schools.	The Executive Head or Headteacher is responsible at their own school. Where there is an Executive Head, the Head of School will lead on this.	The Head of Governance, Policy & Compliance is responsible for maintaining the schedule of Trust policies, ensuring these remain up to date and advising Trustees and senior leaders on required changes to comply with current statutory requirements
Ensuring compliance with SEND Code of Practice The Board has a legal duty in relation to pupils with SEND as set out in the Children and Families Act 2014 and statutory guidance on the SEND code of practice. The Board holds responsibility for ensuring compliance, with delivery carried out by the executive team and schools.		Trustees are accountable for ensuring that statutory requirements are met and will be informed of policies and arrangements in respect of admissions, curriculum, and provision/management of EHCPs		The DCEO, though the Regional Directors , is responsible across the Trust and consulted on planning at individual schools.	The Executive Head or Headteacher is responsible at their own school. Where there is an Executive Head, the Head of School will lead on this.	The Head of Governance, Policy & Compliance is responsible for maintaining the schedule of Trust policies, ensuring these remain up to date and advising Trustees and senior leaders on required changes to comply with current statutory requirements

² See section 11 on policy management arrangements

Activity, context & summary	Members	Trustees	Board committees and portfolios	Executive	Heads	Other
Setting approach to directing pupils offsite, exclusions An academy may direct a pupil off-site under general powers in their articles of association. The Board has key responsibilities in relation to considering whether excluded pupils should be reinstated and arranging an independent review panel. The Board holds responsibility for ensuring overall compliance, with delivery carried out by the executive team and schools.		Trustees are accountable for ensuring that statutory requirements are met. It is also responsible for approving the Trust-wide policy, considering whether an excluded pupil should be reinstated and arranging an independent review panel	The Standards Portfolio Holder is delegated by the Board to be responsible for considering whether an excluded pupil should be reinstated. The Chair of the Local Advisory Board will be informed of any decision to exclude (fixed-term or permanent) a pupil at that school	The CEO/DCEO are consulted on any decision to exclude (fixed-term or permanent) a pupil. The Regional Director is responsible for offering advice and support to Heads before consultation.	The Executive Head or Headteacher is responsible for the decision to exclude (fixed-term or permanent) a pupil at their own school once they have consulted the CEO/DCEO. They are responsible for discussing the case and seeking advice from the Regional Director. Once a decision is made, they are responsible for informing the Chair of the Local Advisory Board and the Local Authority	
Keeping admission and attendance registers The Board must reassure itself that the schools keeps admission and attendance registers in accordance with regulations. The Board holds responsibility for receiving assurance on overall compliance, with delivery carried out by the executive team and schools.	Members will be informed of arrangements and key information	Trustees will be informed of arrangements and key information and compliance with statutory responsibilities		The DCEO, through the Regional Directors, will monitor compliance with statutory responsibilities and key data	Headteachers are responsible for ensuring that appropriate arrangements are in place and maintained for admission and attendance records in their schools. Where there is an Executive Head, the Head of School will lead on this.	

Activity, context & summary	Members	Trustees	Board committees and portfolios	Executive	Heads	Other
Setting the approach to staff appointment and dismissal, with regard to statutory requirements The requirements on the Trust are set out in the funding agreements and regulations and [...] ‘Staffing and employment advice for schools’. The Board holds overall responsibility for ensuring compliance, with delivery carried out by the executive team and schools, and input from unions as agreed.		Trustees are accountable and responsible for approving policies		The CEO is responsible to ensuring that policies and procedures are implemented correctly	Heads are consulted on policies	The Senior HR Advisor is responsible for ensuring policies and procedures comply with legislation. The Head of Governance, Policy & Compliance is responsible for maintaining the schedule of Trust policies, ensuring these remain up to date

Activity, context & summary	Members	Trustees	Board committees and portfolios	Executive	Heads	Other
Setting the approach to appraisal and performance management The Trust is free to determine its own appraisal process but broadly adopts the requirements for maintained schools.	Members are informed of policies	Trustees are accountable for the setting the policies around staff performance management.	Trustees are also responsible for the performance management of the CEO and overseeing the process for other senior leaders which it exercises through the Performance Management Committee	The CEO and a member of the Board (usually the Chair) is responsible for the appraisal and performance management of the DCEO, COO and the CEO is responsible for the appraisal and performance management of the strategic service managers. The DCEO is responsible for the carrying this out for the Regional Directors. The DCEO and COO are responsible for their respective service managers The RDs are responsible for the Cluster Leads, Heads and Heads of School/Setting in their region/cluster with Cluster Leads being responsible for the Heads and Heads of School/Setting in their cluster, the latter of which may be delegated to the substantive Head of the associated school(s))	Heads are responsible for ensuring that the appropriate policies are applied in respect of staff in their schools	The Senior HR Advisor is responsible for ensuring the policies are up to date and fit-for-purpose. The Head of Governance, Policy & Compliance is responsible for maintaining the schedule of Trust policies

Activity, context & summary	Members	Trustees	Board committees and portfolios	Executive	Heads	Other
Setting pay levels, including executive pay The Trust is free to set its own pay and conditions of service for any teachers and support staff. The Board is responsible for ensuring compliance with all requirements as laid out in the Academy Trust Handbook. 'The Board of Trustees must ensure its decisions about levels of executive pay follow a robust evidence-based process and are reflective of the individual's roles and responsibilities'.		Trustees are accountable for setting pay and conditions of service	The Remuneration Committee is responsible for recommending the Trust Pay Policy and pay increases for senior staff to the Board. The Performance Management Committee is responsible for recommending pay awards to senior staff as part of the Trust's performance development arrangements³	The CEO and COO will be consulted on changes to the Trust's pay scales		
Setting HR policies (appraisal, pay, disciplinary, grievance, capability, safer recruitment) The Trust is responsible for establishing its own staff procedures in line with relevant legislation and guidance. The Board holds responsibility for ensuring compliance, with delivery carried out by the executive team and schools, and input from unions as agreed.		Trustees are accountable for ensuring the existence of and responsible for approving HR policies	The HR Trustee portfolio holder will be consulted on changes to HR policies	The CEO will be consulted on changes to HR policies	Heads will be consulted on HR policies	The Senior HR Advisor is responsible for ensuring the policies are up to date and fit-for-purpose. The Head of Governance, Policy & Compliance is responsible for maintaining the schedule of Trust policies Staff and unions will be consulted on changes to HR policies as required The recruitment and retention group is consulted on relevant policies and makes recommendations for changes to policies which impact on recruitment and retention

³ Responsibilities for undertaking the performance management of staff are set out in the relevant policy documents

5. Financial performance

Activity, context & summary	Members	Trustees	Board committees and portfolios	Executive	Heads	Other
Appointing senior executive leader as accounting officer They must be the 'head of the line management executive chain and be held accountable by the Board of Trustees for the performance of the whole Trust'. The Board appoints the accounting officer	Members will be informed of the appointment	Trustees are responsible and accountable for appointing the CEO, who is the Trust's senior executive leader and accounting officer		Executive directors will be informed of the appointment	Heads will be informed of the appointment	
Appointing Chief Financial Officer (CFO) The Trust 'must appoint a chief financial officer (CFO) to act as the Trust's finance director, business professional or equivalent'. The Board appoints the chief finance officer.	Members will be informed of the appointment	Trustees are responsible and accountable for appointing the COO, who is the Trust's Chief Finance Office		The CEO will be consulted on the appointment	Heads will be informed of the appointment	
Setting delegated authority limits for financial transactions Delegated authority limits must be set by the Board and communicated throughout the Trust. The Board approves delegated authority limits.		Trustees are responsible and accountable for setting delegated limits		The CEO and COO will be consulted on delegations.	Heads will be informed of delegations	

Activity, context & summary	Members	Trustees	Board committees and portfolios	Executive	Heads	Other
Establishing controls framework including internal audit A Trust 'must establish a control framework and establish processes to provide assurance over the suitability of, and compliance with, its financial systems and internal controls'. The Board, and finance committee, hold responsibility for approving the annual programme of internal scrutiny as put forward by the executive team, with input from internal auditors as relevant		Trustees are accountable for ensuring an appropriate financial control framework	The Finance Committee is responsible for implementing an appropriate financial control framework including internal audit arrangements and the ratification of the Finance (and associated) Policy The Trustee portfolio holder for audit and risk management is consulted on and advises the Finance Committee and Trustees on these matters, including the finance policy and finance manual	The COO is responsible for maintaining the system of controls across the Trust	Heads are responsible for maintaining the system of controls within their schools and settings	
Developing budget The Board approve the budget which has been developed by the executive team, and Heads in line with delegated authorities.		Trustees are responsible and accountable for approving the annual budget and 3-year forecast	The Finance Committee is consulted on the budget and advises the Board		The COO, in conjunction with the CEO, is responsible for developing the budget Heads are consulted on the annual budget	The Therapy Service Manager is consulted on the annual budget for their service area
Delivering monthly management accounts and forecasts 'The Trust must prepare management accounts every month setting out its financial performance and position. Management must take appropriate action to ensure ongoing viability... The Board must ensure budget forecasts for the current year and beyond are compiled accurately'. The Board must review management accounts at least six times each year that have been prepared by the executive team.		Trustees are informed of the and are responsible for holding the executive to account	The Finance Committee receives, monitors and challenges the COO/CEO on the financial performance The Trustee portfolio holder for audit & risk management is consulted on the appropriateness of the financial reporting	The COO is responsible for producing monthly management information	Heads are informed and consulted on monthly management information	

Activity, context & summary	Members	Trustees	Board committees and portfolios	Executive	Heads	Other
Managing cash position 'The Trust must manage its cash position robustly. It must avoid becoming overdrawn on any of its bank accounts'. The Board are responsible for holding oversight of cash management across the Trust.		Trustees are informed of the and are responsible for holding the executive to account	The Finance Committee is responsible for the detailed oversight on behalf of the Board	The COO is responsible for producing monthly management information	Heads are informed and consulted on monthly management information	
Monitoring pupil premium spend inc. year 7 literacy and numeracy catch-up and PE and sport premium 'Boards should discuss with senior leaders the rationale for spending pupil premium and ensure that both pupil need, and effective practice are central to the strategy'. In a multi-academy Trust setting, this monitoring can be delegated to schools.		Trustees are informed of the and are responsible for holding the executive to account	The Standards Trustee Portfolio Holder is responsible for leading the Board's oversight of the use of pupil premium spend in terms of outcomes	The DCEO , through the Regional Directors is responsible for holding Heads to account on behalf of the Board	Heads are responsible for in their schools and settings	
Appointing external auditor The Trust 'must appoint a registered statutory auditor'.	Members are responsible and accountable for appointing		The Audit & Risk Committee advises Members on the appointment of the external auditor	The COO is consulted		
Delivering annual report and accounts, with regard to accounts consolidation exercises required by DfE The Trust must 'prepare annual financial statements in line with the DfE's Academies accounts direction'. The Board approve the annual report and accounts.	Members are informed	Trustees are accountable for the delivery of the annual report and accounts and responsible for their ratification	The Audit & Risk Committee advises the Finance Committee and Board on the annual report and accounts. The Finance Committee makes the final recommendation to the Board.	The COO and CEO are responsible for delivering the annual report and accounts to the Board for ratification and ensuring that these are filed in line with the DfE and Companies House requirements		The Head of Governance, Policy and Compliance is consulted on the governance aspects of the annual report
Developing finance policies (charging and remission, procurement) The Board approve finance policies, as developed by the executive team.		Trustees are accountable for approving finance policies	The Finance Committee is responsible for approving finance relates policies	The COO is responsible for developing finance related policies		The Head of Governance, Policy & Compliance is responsible for maintaining the schedule of Trust policies

Activity, context & summary	Members	Trustees	Board committees and portfolios	Executive	Heads	Other
Managing conflicts of interest and related party transactions The Trust 'must maintain a register of interests'.	Members are responsible for registering any conflicts of interest or pecuniary interests with the Head of Governance, Policy and Compliance	Trustees are accountable for ensuring that interests are registered and reported in line with statutory requirements Trustees are responsible for registering any conflicts of interest or pecuniary interests with the Head of Governance, Policy and Compliance	Local Advisory Board members and independent committee members are responsible for registering any conflicts of interest or pecuniary interests with the Head of Governance, Policy and Compliance	Executive Directors are responsible for registering any conflicts of interest or pecuniary interests with the Head of Governance, Policy and Compliance	Heads are responsible for registering any conflicts of interest or pecuniary interests with the Head of Governance, Policy and Compliance	The Head of Governance, Policy & Compliance is responsible for maintaining the register of pecuniary interests and recording conflicts of interest
Ensuring compliance with DfE requirements Compliance must be ensured in areas including novel, contentious and repercussive transactions, disposal of land and assets and use of School Condition Allocations, use of school premises. The Board should ensure compliance with the executive team delivering on all requirements.		Trustees are accountable for compliance	The Audit & Risk Committee is responsible for monitoring compliance and advises the Finance Committee and Board	The COO is responsible for compliance		The Head of Governance, Policy & Compliance is consulted for compliance
Ensuring adequate insurance cover is in place The Trust 'must ensure that they have adequate insurance cover in compliance with their legal obligations or have opted into the academies risk protection arrangements (RPA)'		Trustees are accountable for compliance	The Audit & Risk Committee is consulted and advises the Finance Committee and Board	The COO is responsible		

Activity, context & summary	Members	Trustees	Board committees and portfolios	Executive	Heads	Other
Maintaining risk register 'The Trust must manage risks to ensure its effective operation and must maintain a risk register'. The Board should hold oversight of strategic risks across the Trust. Local governance in a multi-academy Trust can hold oversight of school-level risks.		Trustees are accountable for maintaining and oversight of risk management arrangements The Board is Responsible for agreeing the Trust's risk appetite and reviewing individual risks through the relevant portfolio holder.	The Audit & Risk Committee is responsible for monitoring and advising on the risk register and advises the Finance Committee and Board.	The COO is responsible		The HGPC is consulted on risk management arrangements and maintains the risk register

6. Governance

Activity, context & summary	Members	Trustees	Board committees and portfolios	Executive	Heads	Other
To appoint Chair of Trustees	Members are informed	Trustees are accountable and responsible				The Head of Governance, Policy and Compliance provides advice
To appoint Deputy (Vice) Chair of Trustees	Members are informed	Trustees are accountable and responsible				The Head of Governance, Policy and Compliance provides advice
To appoint and dismiss the Clerk to the Board of Trustees and Committees including Local Advisory Boards	Members are informed	Trustees are accountable and responsible	Committee and LAB Chairs are consulted on changes to their clerking arrangements	The CEO is consulted	Heads are consulted on changes on LAB clerking arrangements	The Head of Governance, Policy and Compliance is consulted on changes to LAB and committee clerking arrangements
To appoint and remove Trustees	Members are accountable and responsible	The Chair of the Board of Trustees is consulted				The Head of Governance, Policy and Compliance provides advice
To appoint and remove co-opted Trustees	Members are accountable	Trustees are responsible				The Head of Governance, Policy and Compliance provides advice
To establish, approve Terms of Reference for and membership of, and monitor a committee of Trustees and Trustee portfolios Including the terms of reference for Local Advisory Boards		Trustees are accountable and responsible				The Head of Governance, Policy and Compliance provides advice
To establish, approve membership and monitor LABs or their working groups		Trustees are responsible for the appointment of LAB Chairs The Chair of the Board of Trustees is responsible for oversight of LAB membership	LAB Chairs are jointly responsible for approving the membership and performance of their LABs		Heads are jointly responsible for approving the membership of their LABs	The Head of Governance, Policy and Compliance provides advice
To review at least annually the committee structures and any delegated powers of Trustees including Trustee portfolios		Trustees are responsible and accountable	Committee Chairs and Portfolio holders are consulted	The CEO is consulted		The Head of Governance, Policy and Compliance provides advice

Activity, context & summary	Members	Trustees	Board committees and portfolios	Executive	Heads	Other
Review and approve the overarching policies for the Academy, including but not limited to those set out in the DfE's guidance on statutory policies		As recorded on the Policy Tracker maintained by the Head of Governance, Policy and Compliance. In general, Trust-wide policies are ratified by the Board of Trustees, school-based policies are approved by a Regional Director or Cluster Lead (LABs may be consulted)				

7. HR

Activity, context & summary	Members	Trustees	Board committees and portfolios	Executive	Heads	Other
To approve the overall staffing establishment for the Academy Trust (School Staff)		Trustees are accountable	Finance Committee and LABs are informed	DCEO is responsible but <u>delegates this to Heads</u> The CEO is responsible for deciding on schools' proposals on their school leadership models. Regional Directors are consulted	Heads are responsible	
To approve the overall staffing establishment for the Academy Trust (Central Staff)		Trustees are accountable		CEO is responsible DCEO, COO and RDs are consulted	Heads are consulted	
Establish and ensure accurate payroll management				COO is accountable and responsible		
Appoint the CEO, DCEO & COO and RDs	Members are informed	Trustees are accountable and are responsible for CEO, DCEO and COO		CEO is consulted for DCEO and COO CEO and DCEO are responsible for RDs		
Appoint Headteachers and Heads of School		Trustees are consulted	LABs are consulted	CEO is accountable and responsible, delegated to the DCEO and RDs where appropriate		
Performance management of the CEO (including salary)		Trustees are accountable and responsible though <u>to the Performance Management Committee (for performance development) and recommendation from the Remuneration Committee</u>	Performance Management Committee is responsible for the PM Remuneration Committee is responsible for recommending Board decisions re. salary			
Performance management of DCEO & COO		Trustees are accountable	Remuneration Committee is responsible for recommending	CEO is responsible		

Activity, context & summary	Members	Trustees	Board committees and portfolios	Executive	Heads	Other
			decisions re. salary to the Board			
Performance management of RDs and Cluster Leads		Trustees are accountable	Remuneration Committee is responsible for recommending decisions re. salary to the Board	CEO is accountable DCEO is responsible for RDs RDs are responsible for cluster leads		
Performance management of HoS/HT				CEO is accountable RDs and Cluster Leads are responsible which may be delegated to the substantive Head of the associated school(s)) for Heads of Setting/Satellite		
Appoint staff who work across the Academy				CEO, DCEO or COO are accountable and responsible, depending on the individual post		
Appoint other teaching staff			LABs may be consulted		Heads are accountable and responsible	
Appoint other support staff			LABs may be consulted		Heads are accountable and responsible	
Approval of settlement (compromise) agreements		Trustees are accountable and responsible for approval ⁴		CEO is responsible for negotiation which may be delegated to the DCEO or RDs with involvement from the HR professional where appropriate ⁵		

⁴ Section 9.3 sets out the levels which can be agreed by the Board Chair, Board Chair plus Finance Committee Chair and HR portfolio holder, and which require full Board approval

⁵ See section 9.3

8. Summary of key Executive Team and Heads' responsibilities

8.1. CEO

- Overall accountability for the quality of schools, services and operations across the Trust
- Growth and strategic direction of Trust
- Satellite Development of satellite sites
- Oversight and line management of DCEO, COO as well as Marcomms and Governance & Policy, HR and Project Management resources

8.2. Deputy CEO

- Overall accountability for education standards across the Trust and the efficacy of the services that support them
- Line management of Regional Directors and the Workforce Development Manager
- Oversight and accountability for the Workforce Development Service

8.3. Regional Director - North (reports to DCEO)

- Accountable for the standards across the hub in relation to schools and the services that support them
- Management of educational consultants working in the region
- Line management of HT/HOS within hub
- Growth of pupil numbers (within 10%)
- Responsibility for at least one cross academy hub and membership of safeguarding hub
- Oversight of (but not accountability of line management of) hub business manager
- Contribution to strategy for Workforce Development Service and IT
- Responsibility for development of northern services (e.g., family services)

8.4. Regional Director – South (reports to DCEO)

- Accountable for the standards across the hub in relation to schools and the services that support them
- Line management of cluster lead(s)
- Trust lead on safeguarding, oversight and accountability for the safeguarding hub and line management of the Safeguarding Officer
- Growth of pupil numbers (within 10%)
- Responsibility for at least one cross academy hub and leadership of the safeguarding hub
- Contribution to strategy for Workforce Development and IT
- Oversight and line management of service managers for family services and therapies

8.5. Cluster lead (reports to Regional Director)

- Responsible for the standards within the cluster of schools
- Line management of Headteachers/heads within the cluster
- Responsibility for at least one cross academy hub

8.6. Executive Head (reports to Regional Director)

- Legally accountable for the school and the standards within that organisation
- Line management of Head of School

8.7. Headteacher (reports to Regional Director or Cluster Lead)

- Legally accountable for the school and responsible for standards within that organisation

8.8. Head of School (reports to Executive Head)

- Responsible for standards within the schools and for the operational day to day management of it.

9. Financial delegations

9.1. Purchase orders and quotations

- Purchases up to £500 require evidence that alternatives were considered
- £501 to £2,000 require telephone quotes
- £2,001 to £7,000 require two written quotes
- £7,001 to £50,000 require three written quotes
- For purchases/contracts of above £50,000 follow the Tendering procedure

9.2. Expenditure limits – purchase orders and/or invoices

Limit	Authorisation
Up to £100	Budget holder
£101 to £5,000	Head or Hub Business Manager
£5,001 to £250,000	Head + Chief Operating Officer or Hub Business Manager
£250,001 to £500,000	Head + Chief Operating Officer + Deputy CEO
> £500,000	Board + Finance Committee + Chief Operating Officer + Deputy CEO + Head

Exception for Site Manager in relation to minor building repairs **IN EMERGENCIES ONLY**

Limit	Authorisation
Up to £2,500	Site Manager
Building repairs < £500	Site Manager
Building repairs > £500	As per general schedule above

Exception for Catering Manager – food

Limit	Authorisation
Catering supplies < £500	Catering Manager
Catering supplies > £500	As per general schedule above

9.3. Settlement (formerly called compromise) agreements

The Board are responsible for the approval of all settlement agreements. In practice this will be subject to the following arrangements:

- Negotiation of settlement agreements will be undertaken by the CEO. This may be delegated to the DCEO or Regional Director where appropriate with involvement from the HR professional, but the CEO will sign off any final proposal.
- The Chair of the Board of Trustees will be delegated to approve settlement (compromise) agreements as follows

Limit	Authorisation
Where this covers the staff member's notice period and/or the value is no greater than £25,000	Directly by the Chair
Where the value is no greater than £49,999	Chair of the Board of Trustees in consultation with the Chair of the Finance Committee and HR portfolio holder
Where the value exceeds £50,000	Full Board approval

- Settlement (compromise) agreements above £50,000 must be reported to the DfE.

10. Policy management arrangements

10.1. Background

The Eden Academy Trust (the Trust) comprises 10 schools, settings and satellites from 4 different local authority areas.

A common approach to policy management is adopted across the schools, settings and satellites within the Trust.

The Trust's policy management procedures aim to ensure that the Trust, and its schools, comply with requirements of various regulations and legislation in relation to mandatory and advisory policies at both Trust and school level. It links directly to the responsibilities set out in Governance Charter and Scheme of Delegation.

These arrangements are now incorporated into the Scheme of Delegation as part of the Governance Charter.

10.2. Scope

The procedures in this section relate to:

- The Trust, for Board level and Trust-wide policies, including arrangements for delegating the ratification of some policies to its committees
- Alexandra School.
- Branthwaite Academy
- Eden Pinkwell Satellites.
- George Hastwell School
- Grand Union Village School
- Hexham Priory School,
- James Rennie School, including the Sixth Form satellite
- Moorcroft School,

- Pentland Field School,
- Pinn River School.

10.3. Policy Management Objectives

The objectives for managing policies across the Trust are:

- To comply with legislation and regulations in relation to statutory policies across the Trust and its schools;
- To ensure policies requiring updating/ratification are identified and appropriately documented;
- To ensure policies requiring publication are identified and published appropriately and accordingly;
- To provide assurance to the Board that policies are being adequately controlled.

10.4. Policy monitoring

The Trust's Governance Professional (along with other members of the governance support team) will maintain a database to record all Trust-wide and school policies. This will identify:

- Whether a policy is Trust-wide, or school-based;
- The policy owner;
- The group or individual responsible for ratifying each policy;
- Review frequency;
- Current version date;
- Date of next review.

It is recognised that there will be occasions when a policy will need updating prior to the scheduled review date to reflect changes in regulation, requirements, staffing or organisational matters.

Each policy will be assigned an "owner", likely to be a member of the cabinet, Head or Service Manager, who will be informed at the start of term if that policy needs renewing or updating.

10.5. Drafting, Updating, Ratification and Publication

In general, the following arrangements will apply. Any exceptions will be noted on the Policies Database.

- The Trust will adopt the model HR policies provided by the Schools HR Co-operative, adapting these to reflect the organisational structures of the Trust;
- Trust-wide policies will be ratified by the Board of Trustees;
 - Ratification of some policies may be delegated by the Board to the Finance Committee (as appropriate within the scope of the Scheme of Delegation and noted on the Policies Database and in the table below);

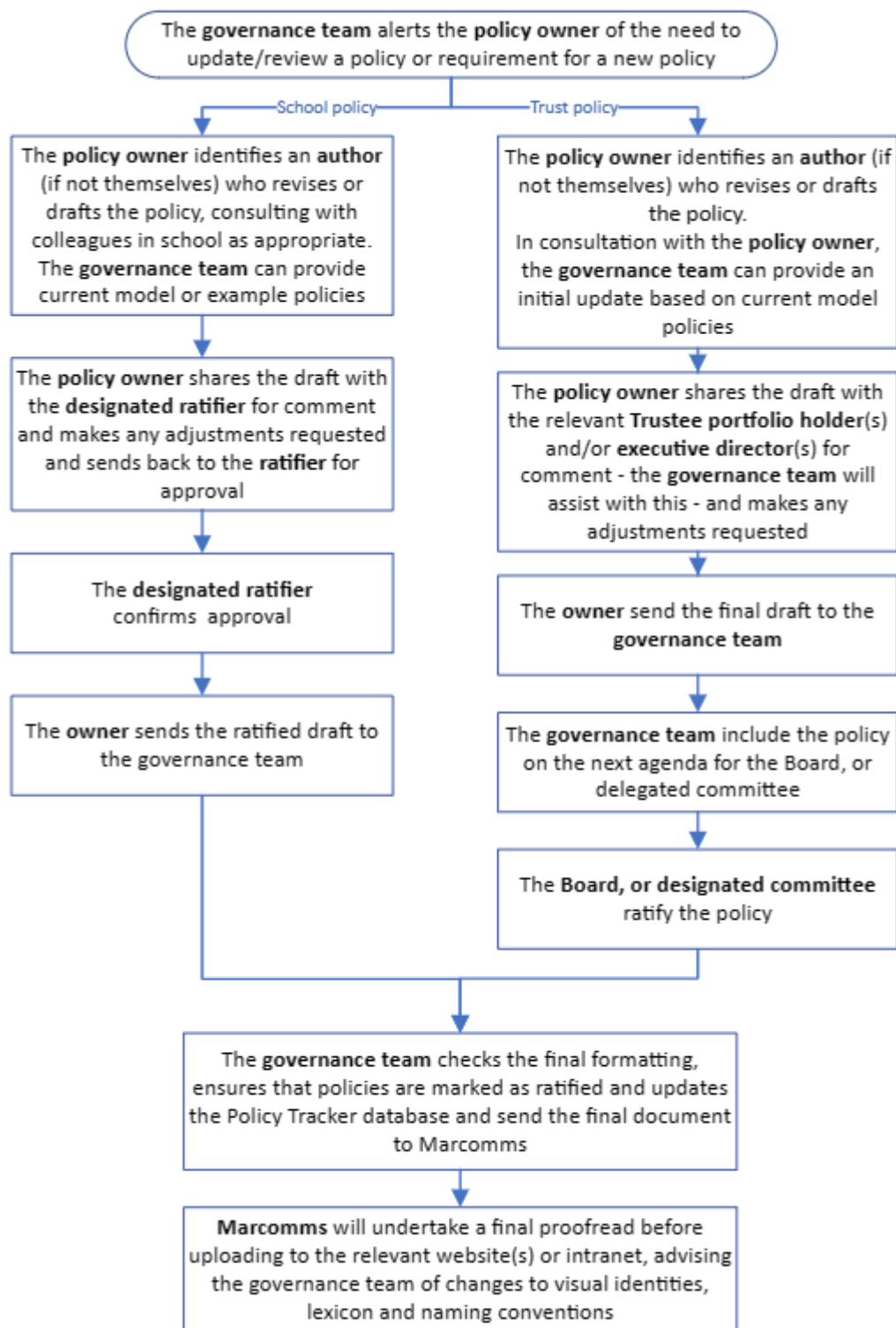
Policies	Delegation
Finance; Charging & Remissions; Travel; Expenses; Counter fraud; Reserves & investment; Pension Discretionary; Post-16 Bursary	Finance Committee under delegated authority of the Board

Policies	Delegation
Trust Pay Policy	Remuneration Committee, will scrutinise and make a recommendation to the Board
Safeguarding policy and associated policies, appendices and documents	Interim approval via the Safeguarding Trustee, which will be reported to and confirmed by the Board at the earliest opportunity

- Procedural documents may be signed off by an appropriate executive director;
- Risk management arrangements procedure will be scrutinised by the Audit & Risk Committee and recommended to the Board for approval.
- Individual school/setting policies are ratified by the relevant Executive Head, Cluster Lead, Regional Director or peer-reviewed by a Cluster Lead as follows:

School	Owner	Ratifier
Alexandra School	Catherine Holdsworth	Perdy Buchanan-Barrow
Branthwaite Academy	Shelley Crowe	Kris Williams
George Hastwell School	Nicola Bower	Sam Kidd
Grand Union Village School	Melissa Barrowcliffe	Perdy Buchanan-Barrow
Hexham Priory School	Louise Burns	Kris Williams
James Rennie School	Kerry Dunbobbin	Kris Williams
Moorcroft School	Ellie Hodgkinson	Andrew Sanders
Pentland Field School	Ivan Talbott	Perdy Buchanan-Barrow
Pinn River School	Liz Edwards	Perdy Buchanan-Barrow
Eden Pinkwell Satellites	Alastair Warner and Ellie Hodgkinson	Andrew Sanders

The following process will apply:



The Marcomms team will ensure that where schools have adopted Trust-wide policies (e.g. safeguarding) that the policy normally opens directly from the school policy page and not re-direct the user to the Eden Academy page.

11. Members

Member	Additional roles
Barry Nolan	Alexandra LAB
Hardip Begol	
Judith Hemery	Pinn River LAB
Karen Deacon	
Pamela Stentiford	
Sufian Sadiq	

12. Board of Trustees

Trustee Name	Responsibility	Cabinet & key staff link(s)
Albert Read	Portfolio: Preparing for adulthood, Marketing & communication Committees: Audit & Risk	Keith Holroyd Oliver Wilson Helen Taylor Catherine Roper
Angela St. John	Portfolio: Asset management, ICT & GDPR Committee: Grand Union Village & Moorcroft LAB (Ch)	Sudhi Pathak Sumit Parmar
Anne Marie Neatham	Portfolio: Finance Committee: Finance (Ch) ⁶	Sudhi Pathak Keith Holroyd
David Edwards	Portfolio: Therapies Committee: Remuneration	Andrew Sanders Alison Futerman
Emily Ellington	Portfolio: Committee: Performance Management	
Jane Inglese	Portfolio: Family engagement and services Committee: Performance Management, Pentland Field LAB	Susan Douglas Sophia Barton
Jason Rose	Portfolio: Audit & risk Committee: Audit & Risk (Ch) ⁷	Sudhi Pathak Keith Holroyd
John Moffat	Portfolio: CEO Liaison, LAB Liaison Committees: Finance, Performance Management (Ch), George Hastwell LAB	Keith Holroyd Susan Douglas
Mariangela Ladu	Portfolio: Safeguarding Committee: Finance	Andrew Sanders
Mary Canavan	Portfolio: HR, EDI ⁸ Committees: Remuneration (Ch), Audit & Risk	Susan Douglas Dawn Duffy Keith Holroyd

⁶ Also has a standing invitation to the Audit & Risk Committee as Chair of the Finance Committee

⁷ Also has a standing invitation to the Finance Committee as Chair of the Audit & Risk Committee

⁸ Pending Trustee recruitment

Trustee Name	Responsibility	Cabinet & key staff link(s)
Victoria Collis	Portfolio: Schools and performance Committee: Remuneration	Carley Holliman Andrew Sanders Kris Williams Perdy Buchanan-Barrow
Vacancy	Portfolio: Equity, diversity & inclusion Committees: Finance	
<i>Also attending in a non-voting capacity to provide advice and participate in discussions</i>		
Susan Douglas	CEO & Accounting Officer	
<i>Also attending to provide advice and clerking</i>		
Keith Holroyd	Head of Governance, Policy & Compliance	

13. Committees

Finance Committee	
Anne Marie Neatham (Ch)	John Moffat⁹
Mari Ladu	Vacancy
Jason Rose has a standing invitation to attend as necessary, as Chair of the Audit & Risk Committee	
<i>Also attending to provide advice and participate in discussions in a non-voting capacity</i>	
Susan Douglas (as CEO & Accounting Officer)	Sudhi Pathak (as COO & Chief Financial Officer)
<i>Also attending to provide advice and clerking</i>	
Gabriella Taylor	Governance Officer

Remuneration Committee ¹⁰	
Mary Canavan (Ch)	David Edwards
Vicky Collis	Susan Douglas¹¹
<i>Also attending to provide advice and clerking</i>	
Keith Holroyd	Head of Governance, Policy & Compliance

Performance Management Committee	
John Moffat¹²	Emily Ellington
Jane Inglese	Susan Douglas¹³

⁹ As Board Chair

¹⁰ Chair of the Finance Committee may be invited to discuss affordability matters where necessary

¹¹ For items not related to the CEO's performance and/or remuneration

¹² As Board Chair

¹³ For consideration of the cabinet members' performance management

Audit and Risk Committee	
Jason Rose (Ch)	Albert Read
Mary Canavan	Tony Crawley (independent member)
Anne Marie Neatham has a standing invitation to attend as necessary, as Chair of the Finance Committee	
<i>Also attending to provide advice and participate in discussions</i>	
Sudhi Pathak	COO & Chief Financial Officer
<i>Also attending to provide advice and clerking</i>	
Amanda Cullen	PA to the COO

14. Cabinet

Name	Title
Susan Douglas	Chief Executive Office
Carley Holliman	Deputy CEO
Sudhi Pathak	Chief Operating Officer
Cabinet is supported by Keith Holroyd as the Head of Governance, Policy & Compliance	

15. Education Executive Team

Name	Title
Susan Douglas	Chief Executive Office
Carley Holliman	Deputy CEO
Andrew Sanders	Regional Director – South
Kris Williams	Regional Director – North
Perdy Buchanan-Barrow	Cluster Lead
Sudhi Pathak and Keith Holroyd attend as appropriate	

16. Heads

School	Head	Designation	Executive Head (where appropriate)
Alexandra	Catherine Holdsworth Perdy Buchanan-Barrow	Co-Headteacher Co-Headteacher	n/a
Branthwaite Academy	Shelley Crowe	Head of School	Kris Williams
Eden Pinkwell Satellites	Alastair Warner	Head of Satellite	Andrew Sanders Ellie Hodgkinson as Head of School at Moorcroft

School	Head	Designation	Executive Head (where appropriate)
George Hastwell	Nicola Bower	Head of School	Sam Kidd
Grand Union Village	Melissa Barrowcliffe	Head of School	Perdy Buchanan-Barrow
Hexham Priory	Louise Burns	Headteacher	n/a
James Rennie	Kerry Dunbobbin	Headteacher	n/a
James Rennie Sixth Form Satellite	Oliver Wilson	Head of Satellite	Kerry Dunbobbin as Head
Moorcroft	Ellie Hodgkinson	Head of School	Andrew Sanders
Pentland Field	Ivan Talbott	Headteacher	n/a
Pinn River School	Liz Edwards	Headteacher	n/a

17. Local Advisory Board Chairs

School	Chair	School	Chair
Alexandra	David Hamilton	Branthwaite Academy	Claire Roper
George Hastwell	Jason Tomkinson	Grand Union Village / Moorcroft	Angela St. John
Hexham Priory	<i>Vacancy</i>	James Rennie	<i>Vacancy</i>
Pentland Field	Christian Rule	Pinn River	Jackie Seaman

18. Responsibilities of the Deputy CEO, Regional Directors and Cluster Leads

The Regional Directors will undertake the role of Cluster Lead for their own cluster of up to 3 schools and settings, as well as the additional responsibilities as regional lead. Where there is up to 3 schools and settings, this will be a single position. Where the number of schools, settings and satellites exceeds 3, an additional Cluster Lead (or leads) or other senior leadership capacity, will be appointed, reporting to the relevant Regional Director.

The Regional Directors will report to the Deputy CEO.

Deputy CEO	Regional Director	Cluster Lead
School effectiveness		
Responsible for the quality of outcomes in schools across the Trust reporting to the CEO and, through her, to the Trustees	- Legally accountable for those schools where they are the Executive or substantive Headteacher - Responsible for the quality of outcomes in the other schools within their own region reporting to the DCEO.	- Legally accountable for those schools/settings where they are the Executive or substantive Headteacher - Responsible for the quality of outcomes in the other schools within their own cluster reporting either to the DCEO (where there is only one cluster in the hub) or to the Regional Director (where there is more than one cluster).
Tailored visit programme – development visits	- Tailored visit programme – ongoing monitoring, support and direction for schools within their own cluster - Oversight of same for other clusters in the region	Tailored visit programme – ongoing monitoring, support and direction for schools within their own cluster
To analyse and use the School Management Information (SMI) and outcomes data to inform school improvement across the Trust	- Monitoring progress against School/Setting improvement plans (or action plans where there is a strategy group in place for schools within their own cluster) - Oversight of same for other clusters in the region - Brokering support for improvement plans if required across schools in their own cluster and	- Monitoring progress against School/Setting improvement plans (or action plans where there is a strategy group in place for cluster schools) - Brokering support for improvement plans if required across schools in their own cluster and providing support for schools in relation to decision making

Deputy CEO	Regional Director	Cluster Lead
	providing support for schools in relation to decision making	
• Brokering peer-review activities across the Trust	• Peer review support across other schools and settings as commissioned by the DCEO	• Peer review support across other schools and settings as commissioned by the DCEO
• Summarising schools' reports in relation to the following and interpreting these for Trustees: ➢ Teaching & learning ➢ Leadership & management ➢ Quality of education ➢ Social and emotional learning (behaviour) ➢ Pupil premiums	• Moderating their own cluster's schools' reports in relation to: ➢ Teaching & learning ➢ Leadership & management ➢ Quality of education ➢ Social and emotional learning (behaviour) ➢ Pupil premiums • Oversight of moderation across other clusters in the region	• Moderating their own cluster's schools' reports in relation to: ➢ Teaching & learning ➢ Leadership & management ➢ Quality of education ➢ Social and emotional learning (behaviour) ➢ Pupil premiums
• Running data and evidence comparisons of schools/settings across the Trust to identify strengths in provision and to inform activity • Reporting to and interpreting the data and evidence for Trustees	• Comparing data and evidence from schools/settings across the regional hub to identify strengths in provision and sharing of practice across Hub's schools and settings	• Comparing data and evidence from schools/settings across the cluster to identify strengths in provision and sharing of practice across Hub's schools and settings
School improvement		
• Co-ordination and leading of cross Trust responses to national issues as appropriate • Developing a co-ordinated and collaborative approach to address policy changes • Providing briefing documents and updates on school improvement and policy issues	• Co-ordination and leading of a cross Trust hub (e.g. outcomes, transition, social and emotional learning)	• Co-ordination and leading of a cross Trust hub (e.g. outcomes, transition, social and emotional learning)
• Providing a baseline analysis of the quality of standards in any incoming schools to the Trust and identifying any potential school improvement needs.	• Co-ordination of the relevant school improvement interventions necessary for any incoming school to the Trust as identified by the DCEO for the schools within the cluster. • Oversight of the same for the region	• Co-ordination of the relevant school improvement interventions necessary for any incoming school to the Trust as identified by the DCEO for the schools within the cluster.

Deputy CEO	Regional Director	Cluster Lead
- Providing briefing documents, updates and guidance where the Ofsted framework changes or where there are significant changes in emphasis - Oversight of risk in relation to Ofsted inspections	- Direction of and support for pre and post-Ofsted development work for their own cluster's schools - Oversight of same for other clusters in the region	Direction of and support for pre and post-Ofsted development work for their own cluster's schools
Oversight of the quality of SDP/SIP and SEF documentation (via development visits) across the Trust	- Supporting Head in their cluster schools in revising the SDP/SIP and setting targets - Oversight of same for other clusters in the region - Ongoing monitoring of and support for SEFs for their own cluster schools - Oversight of same for other clusters in the region	- Supporting Heads in their cluster schools in revising the SDP/SIP and setting targets - Ongoing monitoring of and support for SEFs for their own cluster schools
Representing the interests of the Trust within national networks and with national bodies/partners in support of school improvement	Representing the interests of the Trust within regional networks and with regional bodies/partners in support of school improvement	Representing the interests of the Trust within regional networks and with regional bodies/partners in support of school improvement
Exceptionally providing interventions to support a school	Providing interventions to support a school within the cluster and exceptionally in another cluster or Trust school.	Providing interventions to support a school within the cluster and exceptionally in another cluster or Trust school.
Leadership, network building, service development and CPD		
- Performance management of the Regional Directors - Oversight of same for any Cluster Leads in relation to reporting, through the CEO, to the performance management and remuneration committees.	- Performance management of the Heads in their cluster and other Cluster Leads in the region¹⁴ - Oversight of same for other Heads in the region in relation to reporting, through the CEO, to the performance management and remuneration committees.	Performance management of Heads in their cluster¹⁵

¹⁴ including Heads of Setting/Satellite (which may be delegated to the substantive Head of the associated school(s))

¹⁵ including Heads of Setting/Satellite (which may be delegated to the substantive Head of the associated school(s))

Deputy CEO	Regional Director		Cluster Lead
	<u>North</u> Head of School; Branthwaite Academy ¹⁶ Head of School; George Hastwell Headteacher; Hexham Priory Headteacher; James Rennie	<u>South</u> Cluster Lead Headteacher; Moorcroft Head of School; Grand Union Village ¹⁷	Co-Headteacher; Alexandra ¹⁸ Headteacher; Pentland Field Headteacher; Pinn River
Performance management of the Workforce Development Manager	- Performance management of Service Managers leading locally delivered services within the region's schools (e.g., therapies, family services) (South only) Performance management of the safeguarding officer		Contribute to the development of locally delivered services in the region
Providing professional leadership in relation to the expectations of teaching and support staff across the Trust	Providing professional leadership for teaching and support staff across the regional hub		Providing professional leadership for teaching and support staff across the cluster
Providing leadership for central education services staff across the Trust	Providing leadership for regional service managers and their staff across the regional hub		Contribute to the development of local services
Leadership and co-ordination of Trust-wide Heads meetings and attendance at/support for regional Heads meetings	Co-ordination and leadership of regional Heads meetings (where there is more than one cluster)		Co-ordination and leadership of regional Heads meetings (where there is more than one cluster)
Linking and networking with national organisations to facilitate and support learning partnerships and leadership opportunities	Linking and networking with regional organisations to facilitate and support learning partnerships and leadership opportunities		Linking and networking with regional organisations to facilitate and support learning partnerships and leadership opportunities

¹⁶ Executive Head

¹⁷ Executive Head

¹⁸ Executive Head

Deputy CEO	Regional Director		Cluster Lead
Providing executive support for regional hub leads on growth strategies and projects within the regional hub up to the permissible 10% in any given school/setting	- Leading on growth strategies and projects within their own cluster up to the permissible 10% in any given school/setting - Oversight of the same within the regional hub to ensure coherence and consistency within the local area		Leading on growth strategies and projects within the cluster up to the permissible 10% in any given school/setting
Providing executive support for growth strategies and projects (e.g. satellite provision, free school bids, and onboarding of existing schools) under the direction of the CEO	Providing a regional lead on growth strategies and projects above the 10% (e.g. satellite provision, free school bids, and onboarding of existing schools) under the direction of the CEO		Providing a cluster lead on growth strategies and projects above the 10% (e.g. satellite provision, free school bids, and onboarding of existing schools) under the direction of the CEO
Development and leadership of the Workforce Development Service, oversight of safeguarding and of school-based services	Development and leadership of schools services within the regional hub as appropriate (e.g. family services, therapies)		Development and leadership of schools services within the cluster as directed by the Regional Director, as appropriate (e.g. family services, therapies)
Oversight of safeguarding	North Membership of the safeguarding hub	South Leadership of the safeguarding hub	Membership of the safeguarding hub
Co-ordination, leadership and accountability for the Workforce Development Service overseeing the creation of Professional Development Pathways for all staff in the Trust's schools and settings, to include Teaching staff development ITT, both postgraduate and School Direct; Newly and Recently Qualified Teachers (N/RQTs); Middle Leadership; Senior Leadership; Aspiring Heads, and new and experienced/Executive Heads. Leadership development opportunities for LSAs and non-teaching support staff	Contribution to the strategy for the development of the Workforce Development Service		Contribution to the strategy for the development of the Workforce Development Service
Support the CEO in appointing Regional Directors and cluster leads as well as Heads	Support the CEO/DCEO in appointing Heads and, where appropriate, Cluster Leads		- Supporting the DCEO and Regional Director in appointing heads within the cluster - Supporting the appointment of Deputy/Assistant Heads, schools where they are the Cluster Lead

Deputy CEO	Regional Director	Cluster Lead
	Supporting the appointment of Deputy/Assistant Heads, schools where they are the Cluster Lead	
Induction of and support for new Hub and Cluster Leads	Induction of and support for new Cluster Leads and Heads within their own cluster	Induction and support for new Heads within their cluster
Encouraging broadening of experience by role sharing and joint initiatives across the Trust	Encouraging broadening of experience by role sharing and joint initiatives across the regional hub	Encouraging broadening of experience by role sharing and joint initiatives across the regional hub
Appointment of Workforce Development Service staff	- In conjunction with the DCEO, the appointment of Regional Service Managers and staff leading and delivering locally delivered services within the region's schools (e.g. therapies, family services) - South only: In conjunction with the DCEO, the appointment of safeguarding staff	In conjunction with the DCEO, the appointment of Regional Service Managers and staff leading and delivering locally delivered services within the region's schools (e.g. therapies, family services)
- Leading on HR processes relating to Regional Heads and central education services - Oversight of the application of HR processes by schools and local education services	- Leading on HR processes where they are the Executive Head and supporting Heads of other schools in their cluster - Oversight of same in other regional schools	Leading on HR processes where they are the Executive Head and supporting Heads of other schools in their cluster
	Oversight (but not accountability or line management) of cluster Business Manager	Oversight (but not accountability or line management) of cluster Business Manager
Supporting HR panels as required	Supporting HR panels as required	Supporting HR panels as required
Contribution to the development of the ICT strategy	Contribution to the development of the ICT strategy	Contribution to the development of the ICT strategy
Special projects		
To provide executive support for growth strategies and projects (e.g. satellite provision, free school bids, and onboarding of existing schools) under the direction of the CEO	Contributing to growth strategies and projects (e.g. satellite provision, free school bids, and onboarding of existing schools) under the direction of the CEO	Contributing to growth strategies and projects (e.g. satellite provision, free school bids, and onboarding of existing schools) under the direction of the CEO

Deputy CEO	Regional Director	Cluster Lead
		onboarding of existing schools) under the direction of the CEO
Contributing to national initiatives under the direction of the CEO (e.g. World Class Specialist Partners, SCITT development)	Undertaking national or regional roles that align to the Trust's values and that contribute to its development (e.g. NLE, Ofsted inspector)	Undertaking national or regional roles that align to the Trust's values and that contribute to its development (e.g. NLE, Ofsted inspector)
Supporting Trust level improvement via Trust self-evaluation, governance reviews and peer to peer work with other Trusts	Supporting regional level improvement via self-evaluation, governance reviews and peer to peer work with other Trusts or clusters	Supporting regional level improvement via self-evaluation, governance reviews and peer to peer work with other Trusts or clusters