



SEND Cluster Scheme of Delegation

The scheme of delegation sets out who is responsible for which aspects of school leadership and governance within the trust.

Version number	1.0
Consultation groups	All governance tiers / Trust service leads
Approved by	Board of Trustees
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Adopted by	n/a
Adopted date	n/a
Implementation date	1 September 2021
Policy/document owner	Head of Governance
Status	Statutory
Frequency of review	Annual
Next review date	June 2022
Applicable to	Trust-wide - This scheme applies to all Discovery SEND schools

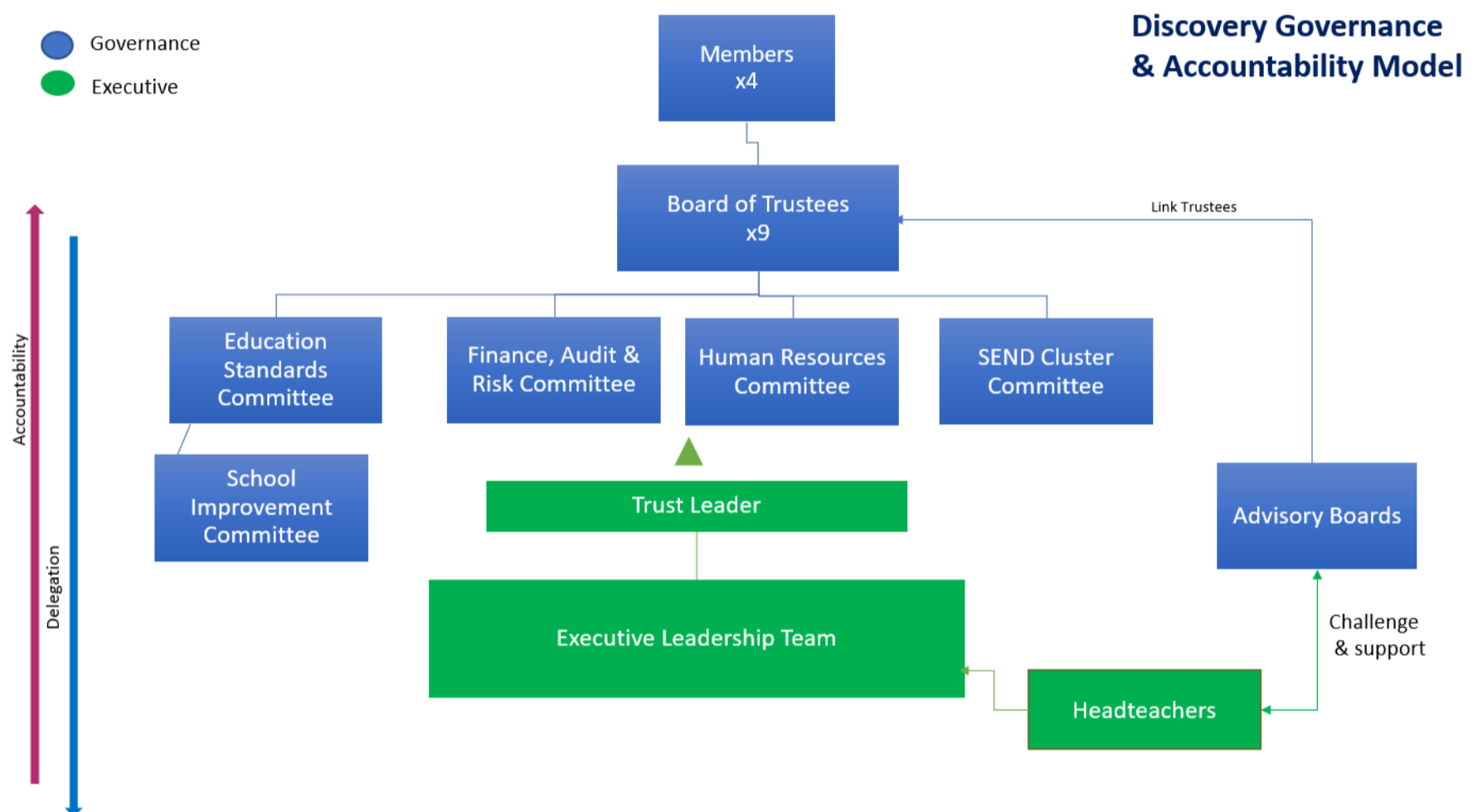
Introduction

The Discovery Trust Board has overall legal responsibility for the operation of the Trust and the schools within it. The Trust Board delegates authority to key groups to ensure and achieve effective leadership and governance of the Trust, this is set out in the Scheme of delegation. This Scheme of Delegation therefore provides for certain functions to be carried out by one or more of the following:

- Board of Trustees - The Board of Trustees may decide to form committees to carry out certain of its functions. The term 'Board of Trustee' will therefore include any such committees that may be formed from time to time.
- Trust Leader (TL) and Central Executive Team
- Deputy Trust Leader (DTL)
- Advisory Board (AB)
- Headteacher of the school

While the Scheme is designed to be comprehensive it will not cover every task, it is an evolving document which is updated as changes occur to advisory and decision-making responsibilities. Any significant changes are referred to the Board of Trustees for agreement. The Central Executive Team will review the scheme of delegation annually and present it to the Board of Trustees for agreement. Additional information about the governance structure is available in the Governance Strategy on Trust website.

The model below shows how the governance model and executive leadership works in practice.



Members

Members play a limited but crucial role in safeguarding academy trust governance. Members help to ensure that Trustees are exercising effective governance by utilising a range of powers including:

- Review and amend the Articles of Association
- Appoint and remove Members
- Appoint and remove Trustees
- Direct the Board of Trustees to take a course of action if they fail to carry out its core function
- Change the name of the Academy Trust
- To receive an annual report from the Trustees and the Trust Leader on the Academy Trust's performance.
- To receive an annual report from the Trustees and the Trust Leader on Trust performance
- To receive statutory accounts at the AGM
- To appoint and remove the external auditors

Delegation of Governance Functions

Function	Board of Trustees (or a committee of the board)	Executive Team (ET)	Deputy Trust Leader	Advisory Board (AB)	Headteacher
Admissions	<ul style="list-style-type: none"> Determine and approve the SEND Cluster admissions policy 	<ul style="list-style-type: none"> 	<ul style="list-style-type: none"> Develop the SEND Cluster admissions policy for adoption by the Trustees To provide oversight of and support of the implementation of the admissions arrangements across SEND schools and residential provisions To lead on school place commissioning with LA(s) and develop Student Sharing Placement Panel and funding protocols 	<ul style="list-style-type: none"> Consulted on the SEND Cluster admissions policy 	<ul style="list-style-type: none"> Consulted on SEND Cluster admissions policy Publish admissions arrangements Ensure compliance with the admissions policy In partnership with DTL, identify cohorts of SEN and sufficiency data, place planning to inform commissioned places for the following academic year. In partnership with DTL agree residential placement plans for pupils. Participate in Student Sharing Placement Panel protocol.
Attendance (pupils)	<ul style="list-style-type: none"> Review SEND Cluster attendance data 	<ul style="list-style-type: none"> Monitor the levels of attendance data and report to the Trustees 	<ul style="list-style-type: none"> Review the levels of attendance data and report to the Trustees Review impact of strategies to achieve pupil attendance targets 	<ul style="list-style-type: none"> Review school attendance and pupil absence data 	<ul style="list-style-type: none"> Maintain a register of pupil attendance Report on attendance and absence Develop attendance strategies and policy to promote good levels of attendance
Curriculum, performance & standards	<ul style="list-style-type: none"> To appoint a SEND Cluster Committee to maintain oversight of educational performance and related strategies 	<ul style="list-style-type: none"> To approve the Trust strategy for: <ul style="list-style-type: none"> Quality Assurance School Improvement Curriculum Assessment Teaching and Learning Develop effective processes for monitoring the quality assurance of teaching and learning, the curriculum, inclusion and the sharing of good practice across the schools in the trust Report on progress towards KPIs from Trust Strategies to the Trustees To provide a termly report to the Trustees on performance Monitor the KPI figures relating to school and trust performance To identify mitigation plans for underperformance in areas of concern 	<ul style="list-style-type: none"> Develop SEND strategies for: <ul style="list-style-type: none"> Quality Assurance School Improvement Curriculum Assessment Teaching and Learning Review the quality of the school curriculum and its design to meet the needs of pupils To agree the targets for pupil achievement and progress by the Headteacher and monitor against targets Review the quality and accuracy of the school self-evaluation information To support schools to ensure that individual school improvement plans address school priorities To report to the School Improvement Committee the impact and progress of Trust Support Plans for priority schools. Monitor and evaluate progress and attainment of Trust data of all pupils, Review and evaluate standards of teaching and learning of SEND across the Trust 	<ul style="list-style-type: none"> Monitor progress towards school performance targets and escalate concerns to the Trust Board. Monitor progress and attainment data for all pupils using comparative local and national data. Consulted on school improvement and wider development plans and review progress Consulted on SEND education strategies Review school approaches to assessment, curriculum and inclusion To be invited as a representative on the School Improvement Committee (support schools only) 	<ul style="list-style-type: none"> To ensure the curriculum delivery is consistent with the Trust curriculum strategy. To ensure all curriculum areas are well led and developed to meet the local needs of their children To develop curriculum policies as required by the school (RE, collective worship etc) To design and implement a curriculum enrichment outside of the school day To propose targets for pupil attainment and progress and monitor against targets To report school performance data to the Advisory Board and Trust in line with reporting requirements. Consult with the AB on key priorities for school improvement whole school development areas and provide reports against progress To prepare and implement a school improvement plan Monitor and evaluate progress and attainment of all pupils in school. Monitor and evaluate standards of teaching and learning in school
Behaviour & Exclusions	<p>Behaviour</p> <ul style="list-style-type: none"> Approve a SEND Cluster Behaviour Policy To review data and trends across the Trust. 		<ul style="list-style-type: none"> Develop a SEND Cluster and Additional Resource Base Behaviour Strategy and 	<ul style="list-style-type: none"> Adopt the behaviour policy and anti-bullying policy 	<ul style="list-style-type: none"> Evaluate and develop the behaviour policy and anti-bullying policy for the school for review adoption by the Advisory Board in

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			<p>reports of its' effectiveness to trustees</p> <ul style="list-style-type: none"> Evaluate the effectiveness of the school behaviour policy To review data and trends across the SEND Cluster and report to the Trustees. 	<ul style="list-style-type: none"> Review the effectiveness of the behaviour policy through KPIs for identification of any areas of concern Review data on barred parents 	<p>line with the Trust Strategy</p> <ul style="list-style-type: none"> Publish the school's behaviour policy and anti-bullying policy online Power to bar parents from the school site for unreasonable conduct
	<p>Exclusions</p> <ul style="list-style-type: none"> Approve a Trust Exclusion policy Review exclusions data 	<ul style="list-style-type: none"> Develop a Trust Exclusions policy Convene a pupil discipline committee to review exclusion of a pupil Arrange an Independent Review Panel 	<ul style="list-style-type: none"> Review the overall pattern of exclusions and to report to the Trustees Case review pupils at risk of permanent exclusion 	<ul style="list-style-type: none"> Participate in pupil discipline committee meetings Review the pattern of exclusions 	<ul style="list-style-type: none"> Comply with DfE guidance - <i>Exclusion from maintained schools, Academies and pupil referral units in England</i> and trust Exclusion Policy Publish the exclusion policy online Power to exclude a pupil for a fixed term or permanently Report exclusion decisions to the Advisory Board, Trust and LA Refer 'potential' permanent exclusions for case review prior to exclusion
Communications	<ul style="list-style-type: none"> Chair to be consulted on all press responses identified as a risk to Trust reputation (school and Trust level) 	<ul style="list-style-type: none"> Approve all press responses identified as a risk to Trust reputation (school and Trust level) Approve all press responses at Trust level - mainstream 	<ul style="list-style-type: none"> Approve all press responses at SEND cluster level 	<ul style="list-style-type: none"> Chair to be consulted on all press responses at school level 	<ul style="list-style-type: none"> Approve all press responses at school level under advice of Deputy Trust Leader & consult with Chair
<p>Complaints</p> <p>Stage 1: Class teacher Stage 2: Head Stage 3: AB Chair Stage 4: Panel</p>	<ul style="list-style-type: none"> Approve a Trust Complaints Policy Review complaints trends across the Trust 	<ul style="list-style-type: none"> Develop a Trust Complaints Policy and Procedure for schools Review complaints trends across the Trust report to the Trust Board Participate in panel to review escalated complaints (Stage 4) 	<ul style="list-style-type: none"> Review complaint trends for SEND Cluster and agree remedial strategies to address common issues Convene a complaints panel for stage 4 complaints Participate in panel to review escalated complaints (Stage 4) 	<ul style="list-style-type: none"> Review complaints trends for school and report concerns to the Board Review complaints escalated to the Advisory Board (Stage 3) Participate in panel to review escalated complaints (Stage 4) 	<ul style="list-style-type: none"> Develop the school complaints policy Publicise complaints policy on school website Manage complaints in line with the Trust Complaints Policy and Procedure. (Stage 1-2) Report complaints trends to the AB and Trust (stage 2 & 3).
Data Protection	<ul style="list-style-type: none"> Accountable for meeting statutory requirements around data protection and security Approve Data Protection Strategy and associated policies 	<ul style="list-style-type: none"> Develop data protection strategy and associated policies. Provide data protection guidelines and standards and oversee schools approach to data protection controls Report to the Trust Board on the effectiveness of the data protection strategy. Appoint a Data Protection Officer Audit data protection compliance across the trust Report on the effectiveness of data protection controls to the Board 	<ul style="list-style-type: none"> Support investigation procedures in the event of a breach incident 	<ul style="list-style-type: none"> Review data on subject rights requests and data breaches Report data protection concerns to the Executive Team/Board 	<ul style="list-style-type: none"> Ensure required data protection policies are in place and communicated to all staff and volunteers Ensure schools meets and implements data protection requirements and standards at school level Appoint a Local Data Protection Representative Report to the Trust and AB data breaches and subject rights requests.
Estates	<ul style="list-style-type: none"> Approve the Trust Capital Strategy: criteria for allocation of the annual capital budget and the associated annual capital 	<ul style="list-style-type: none"> Develop the Trust Capital Strategy and annual capital programme Commission school condition surveys to 	<ul style="list-style-type: none"> Lead on determining the allocation of SEND and Additional Resource Base capital allocations for Trust Board approval 	<ul style="list-style-type: none"> Consulted on proposed capital priorities and premises developments Review the School Estate Development Plan 	<ul style="list-style-type: none"> Maintain a 3-year School Estate Development Plan and ensure proposed capital expenditure priorities are submitted

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	<p>programme</p> <ul style="list-style-type: none"> • Monitor delivery against the capital programme • Appoint a lead Trustee for Estates and H&S • Approve/reject proposals for the acquisition/disposal of land/buildings 	<p>inform capital priorities</p> <ul style="list-style-type: none"> • Develop and maintain a building maintenance plan to ensure that all property remains 'fit for purpose' • To specify project management arrangements for major capital projects • Review the school's routine compliance audits and the implementation of action plans 	<ul style="list-style-type: none"> • Input into long term strategic site / capital priorities for SEND schools 	<ul style="list-style-type: none"> • Informed of capital build project updates 	<p>to the Trust</p> <ul style="list-style-type: none"> • Determine and deliver ongoing maintenance and capital works in line with strategy • Seek views of Advisory Board on capital priorities and developments • Engage in capital build projects as required • Ensure compliance with procurement and building maintenance regulations at school level
Equality, Diversity and Inclusion (EDI)	<ul style="list-style-type: none"> • Approve an Equality strategy and review progress against objectives • Review annual Gender Pay Gap report and action plan 	<ul style="list-style-type: none"> • Develop an Equality Strategy and objectives • Support schools to comply with requirements of Equality Act 2010 • Publish annual Gender Pay Gap report and action plan 	<ul style="list-style-type: none"> • Provide EDI information to ECG group for review • Ensure there is SEND cluster representation on ECG 	<ul style="list-style-type: none"> • Review compliance with Public Sector Equality Duty – equality information and objectives • Review the school Accessibility Plan 	<ul style="list-style-type: none"> • Comply with Public Sector Equality Duty – publish equality information and objectives consulting with the AB • Prepare, publish and review an Accessibility Plan consulting with the AB • Identify school champions for EDI
<p>Finance – Compliance and Risk</p> <p>Also see risk management & business continuity section</p>	<ul style="list-style-type: none"> • Appointment of Accounting Officer • Appoint a committee with responsibility for finance audit and risk • Approval of audited financial statements • Approve annual Trustee report and governance statement as part of statutory accounts • Approve Budget Forecast Return and Budget Forecast Outturn Return submission • Receive, review and challenge monthly consolidated financial performance • Review and challenge Trust financial risks • Accountable for ensuring adequate insurance arrangements are in place 	<ul style="list-style-type: none"> • Appointment of Finance Director (Chief Financial Officer) • Review and challenge schools on financial risks • Complete statutory financial returns to include audited accounts, annual statement on regularity, propriety and compliance, Land and Buildings Return, Annual Accounts Return, Union Facilitation reporting Payment Practices and Gender Pay Gap Reporting, Budget Forecast Return and Budget Forecast Return Outturn • Publish annual accounts on website and file annual account with Companies House. • Develop, monitor and mitigate Trust Financial Risk Register • To maintain a register of business interests • Responsible for ensuring adequate insurance arrangements are in place 	<ul style="list-style-type: none"> • Monitor impact and use of Sports and Pupil Premium funding for the cluster • Review and challenge schools on financial risks 	<ul style="list-style-type: none"> • Review sports and pupil premium spending and strategy, reviewing the impact of this additional funding. 	<ul style="list-style-type: none"> • Ensure effective deployment of the sports and pupil premium and monitor and report on impact • Review and mitigate against school financial risks <p>See Pupil Premium section for additional details.</p>
Finance policies	<ul style="list-style-type: none"> • Approve financial regulations and key finance policies as detailed in the Trust Policy Framework 	<ul style="list-style-type: none"> • Develop Financial Regulations Manual • Develop financial policies as detailed in the Trust Policy Framework, to include reserves and investment, conflicts of interests, expenses, fraud, gifts and hospitality, whistleblowing (this is not an exhaustive list) 	<ul style="list-style-type: none"> • Raise any concerns about the equity of schools charging policy, financial probity and compliance with the trust financial regulations 	<ul style="list-style-type: none"> • Consulted on the school Charges and Remissions policy 	<ul style="list-style-type: none"> • Read and comply with all financial policies • Develop and publish schools Charges and Remissions Policy, consulting the Advisory Board.

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Finance – Budgets	<ul style="list-style-type: none"> • Annual approval of budgets Trust-wide. • Ensure effective financial management of the Trust. • Agree budget virement in line with the financial regulations • Agree the mechanism for schools' central contribution charge to schools 	<ul style="list-style-type: none"> • Analyse, benchmark and agree annual school budget for each school for submission to Board. • Approve annually all school staffing structure proposals • Monitor schools against budget and address variances swiftly. • Set, monitor and challenge progress towards financial targets • Forecast financial budget outcomes. • Authorise expenditure in line with policy • Develop and monitor core Trust budget and recommend central contribution charging mechanism. • Calculate and inform schools of Trust wide purchased goods/services 	<ul style="list-style-type: none"> • Develop SEND business plan and budget with FD for Trust Board approval • Approve SEND schools staff structure in consultation with Central Executive Team • Identify cross school efficiencies. • Authorise expenditure in line with policy 	<ul style="list-style-type: none"> • To be regularly appraised on the financial position of the school • [Chair as a minimum] to be consulted on school budgets and report to the AB 	<ul style="list-style-type: none"> • Propose school budget, in consultation with the AB, to the Deputy Trust Leader annually in line with Budget Toolkit • Maintain expenditure within budget, identifying and delivering financial efficiencies • Seek Deputy Trust Leader approval for expenditure out of approved budget or if in deficit position • Review staffing structure for efficiency and affordability • Meet financial targets and report any financial vulnerabilities to Central Executive Team • Authorise expenditure in line with policy • Agree budget virement of up to in line with the financial regulations
Finance –Assets	<ul style="list-style-type: none"> • Approve Disposal of Assets Policy (part of Financial Regulations) • Authorise disposal of assets in line with the financial regulations 	<ul style="list-style-type: none"> • Develop and implement a Disposal of Assets Policy (Financial Regulations) • Maintain and manage the Trust asset register • Authorise disposal of assets in line with the financial regulations 			<ul style="list-style-type: none"> • Maintain and manage the school asset in line with the requirements of the Financial Regulations and Disposal of Assets Policy • Authorise disposal of assets in line with the financial regulations
Finance - Investment	<ul style="list-style-type: none"> • Approve a Trust Investment Policy and subsequent investments. 	<ul style="list-style-type: none"> • To recommend investment opportunities in line with the principles of the investment policy 			
Finance - Audit	<ul style="list-style-type: none"> • Recommend appointment and removal of external auditor to Members • To appoint internal auditors and agree programme of work • Receive reports (including an annual report) from audit inspections and the review the resulting Action Plan 	<ul style="list-style-type: none"> • Recommend internal and external audit requirements • Lead and coordinate internal and external audits • Establishing and maintaining procedures for effective audit in accordance with Trust and ESFA requirements • Action and respond to external and internal audit report requirements • Complete annual quality assurance audits • Report the Board annually on key findings, recommendations and conclusions from the internal audit programme. • Review and monitor progress against actions and timescales for implementation from Audits 			<ul style="list-style-type: none"> • Comply with requirements of internal and external audits and internal quality assurance audits • Respond and action audit recommendations

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Finance – Procurement	<ul style="list-style-type: none"> • Agree expenditure in line with policy 	<ul style="list-style-type: none"> • Develop a procurement and tendering process • Ensure procurement policies are adhered to across the Trust • Achieve value for money by purchasing at a Trust level • Agree expenditure in line with policy • Comply with Procurement guidance in Financial Regulations Manual • Arrange the provision of central services including: finance package, payroll and pensions, insurances, HR, and governance support 			<ul style="list-style-type: none"> • Ensure value for money is achieved at all time • Agree expenditure in line with policy • Comply with Procurement guidance in Financial Regulations Manual
Governance	<p>Strategy</p> <ul style="list-style-type: none"> • To approve: <ul style="list-style-type: none"> ○ Governance Strategy and Scheme of Delegation ○ Terms of reference for the Trust Board and committees • Establish and appoint board committees • To maintain a Board skills audit that informs recruitment and training needs • To respond to issues and concerns raised by Advisory Boards (through the Chairs Report) • Propose changes to the Articles of Association to Members 	<ul style="list-style-type: none"> • Review and develop: <ul style="list-style-type: none"> ○ Governance Strategy and Scheme of Delegation ○ Terms of reference for the Trust Board and committees • To attend meetings of the Trustees and to provide a Trust Leader report • To make clerking arrangements for the Trust Board • To secure professional advice on behalf of the Trustees as may be requested • Establish and maintain a register of all interests (pecuniary business and loyalty) of the senior Executive Team and publish this in accordance with regulation 	<ul style="list-style-type: none"> ▪ Consulted on the Governance Strategy ▪ To attend meetings of the Board and report on SEND Cluster activities and impact 	<ul style="list-style-type: none"> • Consulted on the Governance Strategy • To carry out a skills audit and annual self-review of Advisory Board performance setting out priorities for improvements in the next academic year • Establish and maintain a register of all interests (pecuniary business and loyalty) of Advisory Board Members and publish this in accordance with regulation • Report to the Trust Board following each meeting through the Chairs Report and Minutes 	<ul style="list-style-type: none"> • Consulted on the Governance Strategy • To engage the Advisory Board and ensure they are consulted on key decisions • To attend meetings of the Advisory Board and to provide information and reports as required • Establish and maintain a register of all interests (pecuniary business and loyalty) of staff and publish this in accordance with regulation
	<p>Appointments & removal</p> <ul style="list-style-type: none"> • Elect a Chair and Vice-Chair of the Board each academic year and remove in accordance with Articles of Association • Recommend trustees for appointments to Members or the Board • Appoint and remove co-opted committee members and trustees • Powers to remove Advisory Board Members (other than non-attendance) • Power to disband an ineffective AB 	<ul style="list-style-type: none"> • Support recruitment to the Trust Board, and Advisory Boards • Propose removal of an Advisory Board Members • Monitor the effectiveness of local governance. • Proposed the disbandment of an ineffective Advisory Board. 		<ul style="list-style-type: none"> • Appoint chair and vice chair of Advisory Board • Appoint lead ABM roles for safeguarding, residential and extended day, SEND, disadvantaged pupils and/or other roles as determined by the AB • To manage the recruitment and induction of new AB members • Remove Advisory Board members for non-attendance 	<ul style="list-style-type: none"> • Establish and maintain a register of all interests (pecuniary business and loyalty) of staff and publish this in accordance with regulation • Make arrangements for and conduct parent and staff elections • Support the induction of new Board members

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HR: Pay & Performance Management SEND existing arrangements to apply	<ul style="list-style-type: none"> • Approve trust-wide appraisal arrangements • Review the effectiveness of the appraisal arrangements • Approve pay policy annually including determining pay ranges, pay point values • Conduct Trust Leader performance management and salary review • Approve and monitor special staff severance payments above the statutory or contractual entitlement. (payments over £50k must be authorised by ESFA). 	<ul style="list-style-type: none"> • Trust Leader to complete Deputy Trust Leader- Education performance management and recommend pay progression to Trust Board (HRC) • Convene panels for pay appeals, and any appeals panels for staff as required • Trust Leader to review and agree Headteacher pay recommendations • Monitor and challenge outcomes of performance management or panel meetings 	<ul style="list-style-type: none"> • Conduct Headteacher performance management with AB participation and agree pay progression • Monitor staff PM targets and review pay recommendations presented by Headteachers 	<ul style="list-style-type: none"> • [Advisory Board Chair] participates in Headteacher performance management (in conjunction with Deputy Trust Leader) 	<ul style="list-style-type: none"> • Ensure all staff are performance managed • Comply with KLMS pay & performance management policies • Provide overview outcomes of staff performance and pay recommendations to Deputy Trust Leader
HR Policies: Disciplinary & Capability Attendance Management Dignity at Work / Grievance/ Leave of Absence and Organisational Change KLMS existing policies to apply and will be reviewed overtime and aligned with Discovery	<ul style="list-style-type: none"> • Approve HR policies as delegated in the Trust Policy Framework. • Implement policy in respect of the Trust Leader • Convene panels for hearing and/or appeals in respect of Trust Leader and staff where required. 	<ul style="list-style-type: none"> • HR policy development and consultation with recognised Trade union groups. • Implement policy in respect of central Trust staff • Convene panels for hearings and appeals • Give guidance and support to individual schools 	<ul style="list-style-type: none"> • At the request of the Central Executive Team, give representation on hearing panels and support investigation procedures. • Implement the specified HR policy in respect of Headteachers • Lead organisational change and restructuring proposals 	<ul style="list-style-type: none"> • Representative on hearings and appeals panels 	<ul style="list-style-type: none"> • Implement the specified HR policies for all staff. • Communicate significant HR matters to the Central Executive Team for further support and guidance.
HR: Recruitment	<ul style="list-style-type: none"> • Approve terms and condition of employment. • Approve Trust senior management structure • Appoint the Trust Leader and support the recruitment of other senior central posts • Succession plan for the Trust Board and Senior Executive Team 	<ul style="list-style-type: none"> • Develop terms and condition of employment and carry out formal consultation with recognised Trade Unions and affected stakeholders • Develop Staff Handbook • Develop school staffing structure models and approve exceptions to the model • Approve central staff structure • Recruit for central & Headteacher roles • Recruit staff with cross Trust responsibilities • To succession plan for Trust Executive Team and Headteachers 	<ul style="list-style-type: none"> • Lead recruitment process for headteacher and deputy appointments • Advise and engage the Advisory Board in Headteacher recruitment plans • Approve the deployment of SEND Cluster staff with cross trust responsibilities 	<ul style="list-style-type: none"> • Representative on recruitment panel for headteacher appointments • At the request of the headteacher, support in the recruitment of other staff. 	<ul style="list-style-type: none"> • Design school staffing structure • Propose changes to model staffing structure to Central Executive Team in consultation with the DTL • Update the advisory board on key staffing changes and appointments • Appoint deputies in conjunction with DTL with support from the AB (where applicable) • Appoint teaching and support staff within agreed school staffing structure ensuring safeguarding and pre-employment checks are completed and recorded
ICT & cyber security	<ul style="list-style-type: none"> • Approve the Trust ICT strategy & cyber security strategy 	<ul style="list-style-type: none"> • Develop and implement the Trust ICT strategy & cyber security strategy and associated policies. • Report to the Board annually on the effectiveness of the ICT strategy & cyber security strategy. • Develop Acceptable Use Policy for staff and pupils • Lead on IT procurement for whole trust initiatives 	<ul style="list-style-type: none"> • Propose and contribute to ICT strategy and cyber security strategy 		<ul style="list-style-type: none"> • Comply with the principles in the Trust ICT strategy & cyber security strategy and associated policies. • Implement the Acceptable Use Policy with pupils and staff • Ensure sufficient technical support to meet the school needs

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		<ul style="list-style-type: none"> • Provide IT technical support services 			
Operations: Health & Safety (H&S)	<ul style="list-style-type: none"> • Accountable for meeting statutory H&S requirements • Approve a Trust Health and Safety policy. • Monitor compliance and effectiveness of H&S policy 	<ul style="list-style-type: none"> • Responsible and accountable for strategy, policy, monitoring and compliance. Includes: <ul style="list-style-type: none"> • Create and maintain schedule for Health and Safety policy review. • Develop Health and Safety policy, procedures and linked risk assessments and consult with recognised Trade union groups • Review H&S audits and progress towards actions • Monitor health and safety issues and incidents, provide support at Trust level when necessary • Oversight and approval of education visits – Evolve 		<ul style="list-style-type: none"> • Adopt H&S Policy to reflect local arrangements • Monitor through termly compliance of National Minimum Standards for Residential Care and Extended day Provision. 	<ul style="list-style-type: none"> • The Headteacher is accountable for the H&S for all staff, pupils and visitors at their location. • Personalise Trust Health & Safety policy for adoption by the AB. • Implement Health and Safety policy and procedures and ensure that appropriate risk assessments are being carried out. • Ensure all staff are aware of their Health and Safety responsibilities and receive appropriate training. • Ensure statutory compliance checks are undertaken (asbestos, legionella, PE equipment etc.) • Ensure NMS in residential and extended day provision. • Ensure Health and Safety action plans are actioned from workplace inspections & audits • Appoint Educational Visits Co-ordinator to manage trips and activities.
Partnerships/ central services	<ul style="list-style-type: none"> • Review and challenge the performance of partnership against KPIs and strategic priorities 	<ul style="list-style-type: none"> • To determine the scope of central services to be delivered by the Trust • Enter into, or withdraw from, a formal partnership 	<ul style="list-style-type: none"> • Enter into, or withdraw from, a formal partnership for SEND Cluster in consultation with TL • Propose the EPIC services business model and scope of service 		<ul style="list-style-type: none"> • Assess the need of their schools to ensure effective procurement/subscription to Trust partnerships and services each year
Pupil Premium	<ul style="list-style-type: none"> • Review the effectiveness of the use of the pupil premium across Trust 	<ul style="list-style-type: none"> • Develop a Trust Pupil Premium Strategy • Report – to Board on the effective use of the pupil premium across Trust in terms of educational outcomes and narrowing the achievement gap 	<ul style="list-style-type: none"> • Monitor the effective use of the pupil premium across the cluster in terms of educational outcomes and narrowing the achievement gap 	<ul style="list-style-type: none"> • Review and challenge the school strategy for pupil premium expenditure, reviewing the impact of the additional funding. 	<ul style="list-style-type: none"> • Determine and ensure the effective deployment of the pupil premium and monitor and report on impact • Publish a pupil premium strategy on the school website in compliance with DfE requirements
Risk management & business continuity	<p>Risk</p> <ul style="list-style-type: none"> • Approve Trust-wide Risk Policy and risk appetite statement • Oversee, review and challenge Trust risk register and mitigation plans. 	<ul style="list-style-type: none"> • Develop risk framework and policy • Maintain a Trust risk register and effective mitigations 	<ul style="list-style-type: none"> • Oversee the SEND school's risk register and mitigation plans to ensure appropriate action is taken. • Responsible for identifying cluster wide risks arising from school risk registers and reporting them to the Central Executive/Board. 	<ul style="list-style-type: none"> • Review school risk register and mitigation plans 	<ul style="list-style-type: none"> • Maintain a school risk register and effective mitigations
Also see compliance & risk section	<p>Business continuity</p> <ul style="list-style-type: none"> • Gain assurance that appropriate structures are in place to implement effective emergency planning including incident management and business continuity 	<ul style="list-style-type: none"> • Responsible for Trust Emergency Planning and response • Review and advise schools on emergency 		<ul style="list-style-type: none"> • Review critical incident reports and contribute to the evaluation of the effectiveness of the Emergency Planning 	<ul style="list-style-type: none"> • Develop and maintain a school Emergency Planning and Response document • Report critical incidents to the AB and Trust

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	<p>management arrangements.</p> <ul style="list-style-type: none"> Review evaluated critical incident reports 	<p>planning and response</p> <ul style="list-style-type: none"> Approve decision for school closure on H&S grounds/critical incident To provide support for critical incidents To contribute to the evaluation of school critical incidents and report to trustees 		<p>and Response Plan</p>	
Safeguarding	<ul style="list-style-type: none"> Approve Trust-wide policies on Safeguarding/Child Protection Policy, Educational Visits, Supporting Pupils with Medical Conditions, Visitors, Safer Working Practice for Staff Manages allegations against the Trust Leader (Chair of the Board) Appoint a designated Board member for safeguarding (Chair of the Board) Appoint a designated Board member for Residential Ensure safeguarding and residential care is a high priority on all board agenda items 	<ul style="list-style-type: none"> Develop key policies to include: on Safeguarding/Child Protection Policy, Educational Visits, Statement of Purpose relating to NMS, Supporting Pupils with Medical Conditions, Visitors, Safer Working Practice for Staff Conduct an annual compliance and effectiveness audit within each school Conduct an annual compliance and effectiveness of residential and extended day provision. Analyse trends and concerns across the trust, report findings to trustees and direct remedial action Provide oversight and support to school designated safeguarding leads (DSL) Provide rapid response support for staff allegations Manage allegations against Headteachers and central team. 	<ul style="list-style-type: none"> Monitor schools are dealing with issues appropriately and provide support to headteachers, and Designated Safeguarding Leads Liaise with the Trust Safeguarding lead professional to tackle and target areas of poor practice or non-compliance Liaise with the AB Residential and extended day provision lead and challenge through tackling targeted areas of poor practice or non-compliance 	<ul style="list-style-type: none"> Adopt the trust Safeguarding/Child Protection Policy Appoint Safeguarding Lead ABM Appoint a Residential and extended day Lead ABM Review the effectiveness of safeguarding procedures Review safeguarding issues that are affecting the operation and development of the school Review Safeguarding Audit report and monitor progress of the action plan To review the annual looked after children report and act on any issues that the report raises 	<ul style="list-style-type: none"> Ensure safer recruitment requirements are completed and the single central record (SCR) is maintained The headteacher and other recruiting staff must complete and update safer recruitment training, The headteacher must ensure the school complies with the safeguarding policies and report all serious incidents to the LA, children's social care or LSCB as appropriate Report incidents, trends, referral frequency and training needs to CE and the AB Report on wellbeing and safeguarding checks in relation to residential pupil placement plans. To appoint a designated safeguarding lead ensuring the role is compliant with statutory guidance To appoint a designated teacher to support looked after children and to ensure the role is compliant with statutory guidance Establish a robust staff training plan Complete an annual safeguarding action plan from Trust internal audit and report progress to the AB Develop a targeted safeguarding curriculum aligned to key areas of need locally and nationally
Safeguarding - residential	<ul style="list-style-type: none"> Accountable for ensuing residential provision meets the National minimum standards and weakness are addressed. 	<ul style="list-style-type: none"> 	<ul style="list-style-type: none"> To ensure the effectiveness of the residential and welfare provisions and report key risks to the Board (SEND Committee) To provide oversight of the implement the National minimum standards for residential special schools To conduct an annual review of the residential welfare provision and report to the Trust SEND Committee 	<ul style="list-style-type: none"> To appoint an 'independent person' To review the effectiveness of the boarding and welfare provision to ensure weaknesses are addressed & risks are escalated to the Board of Trustees 	<ul style="list-style-type: none"> To implement the National minimum standards for residential special schools Provide an annual report including, statement of purpose and compliance to NMS.
School Organisation	<ul style="list-style-type: none"> Approve significant changes to age range, capacity, extended school provision (pre-school, SEND) 	<ul style="list-style-type: none"> Approve changes to 'school organisation' relating to: <ul style="list-style-type: none"> School meals School hours – start & finish times Length of school day Term dates 	<ul style="list-style-type: none"> Propose changes to 'school organisation' in consultation with TL relating to: <ul style="list-style-type: none"> School meals School hours – start & finish times Length of school day Term dates 	<ul style="list-style-type: none"> Consulted changes on 'school organisation' proposals 	<ul style="list-style-type: none"> Propose changes to school organisation to the DTL following consultation with the Advisory Board Provide a Statement of Purpose and annual report of residential and extended day

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		<ul style="list-style-type: none"> o Age range* o Capacity increase* o Residential provision* o Extended provision* <ul style="list-style-type: none"> • Develop and submit business case for significant changes (to be agreed by the board) <p><i>*classed as significant changes</i></p>	<ul style="list-style-type: none"> o Age range o Capacity increase o Residential Provision o Extended provision <ul style="list-style-type: none"> • Present statutory Documentation to Board of Trustees in line with DfE statutory guidelines. 		<p>provision to AB.</p> <ul style="list-style-type: none"> • Lead consultation with stakeholders
SEND	<ul style="list-style-type: none"> • Review and assess the impact of SEND provision across the Trust • Appoint an individual or committee to provide oversight of school SEND arrangements. 	<ul style="list-style-type: none"> • Develop a Trust wide SEND Strategy and report to the Trustees on its' effectiveness. • To review KPIs across the Trust for identification of any areas of concern for referral to the Trustees 	<ul style="list-style-type: none"> • Develop cluster SEND Policy • To review KPIs across schools for identification of any areas of concern and address 	<ul style="list-style-type: none"> • To provide oversight of the school's arrangements for SEND, to include: <ul style="list-style-type: none"> o Review and adopt the school SEND policy o To monitor the impact and effectiveness of the SEN policy o Review and approve the SEN Information Report and ensure compliance with the SEND Code of Practice o Review school accessibility plan and its implementation, ensuring compliance with the requirements of the Equality Act 	<ul style="list-style-type: none"> • Make provision for SEND pupils inline with the SEND Code of Practice • Develop the school SEND policy for review by AB prior to adoption • Report to the AB on the impact and effectiveness of the SEN policy at least annually • Designate a teacher to be responsible for the operation of the SEND policy and co-ordination of SEND provision • Produce the school 'School Information Report' for review by the AB and publication • Ensure compliance with the relevant SEND legislation including the SEND Code of Practice and Equality Act 2010
Stakeholder engagement	<ul style="list-style-type: none"> • Review staff survey results and trust wide action plan • Accountable for ensuing mechanism are in place to engage parents 	<ul style="list-style-type: none"> • Facilitate annual staff survey and report results and actions to the Board • Manage external relationships with local authorities and the Regional School Commissioner • Support school engagement with parents and the wider community • Monitor school staff survey actions plans to address trust-wide issues 	<ul style="list-style-type: none"> • Manage external relationships with local authorities and other key SEND partners • Support school engagement with parents and the wider community • Facilitate trust wide parent and pupil survey and report results and actions to the Board • Monitor progress against staff survey actions plans 	<ul style="list-style-type: none"> • Review results of staff survey and action plan • Support engagement with parents, pupils, community and LA • Review results of parent and pupil surveys and action plans • Monitor pupil engagement strategies • Review the results of pupil surveys and school council reports 	<ul style="list-style-type: none"> • Implement annual staff survey and subsequent action plan • Maintain effective engagement and communication with parents and the wider community • Maintain effective pupil engagement strategies (surveys, pupil council and pupil parliament etc)
Vision, values & strategy	<ul style="list-style-type: none"> • Approve the Trust vision and values <i>Kibworth CofE</i> • Preserve and promote the religious character of the school as determined by the Diocese of Leicester 	<ul style="list-style-type: none"> • Develop and communicate the TRUST vision and values to schools 	<ul style="list-style-type: none"> • Contribute to the revision and development of vision, values & strategy through consultation • Develop and communicate the SEND vision to all schools 	<ul style="list-style-type: none"> • Contribute to the revision and development of the trust, cluster and school vision, values & strategy • Monitor and support the implementation of the vision and ethos of the school 	<ul style="list-style-type: none"> • Contribute to the revision and development of vision, values & strategy through consultation • Develop, propose and implement the mission and vision strategy in the school context • Develop school ethos and values in consultation with the AB and wider stakeholders
	<ul style="list-style-type: none"> • Approve Trust strategic objectives • Review progress of the Trust against its strategic objectives and KPIs 	<ul style="list-style-type: none"> • Develop strategic objectives for the Trust • Deliver strategic objectives for the Trust in partnership with schools • Report progress against strategy and KPIs 	<ul style="list-style-type: none"> • Development and execution of SEND strategy area • Approve school strategic objectives and improvement plans 	<ul style="list-style-type: none"> • Consulted on school strategic objectives annually • Review progress against school strategy and KPIs 	<ul style="list-style-type: none"> • Develop school strategic objectives and improvement plans • Report progress to the Advisory Board • Comply with requirements of the Trust

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	<ul style="list-style-type: none"> • Approve Trust-wide strategies • Approve a Trust Policy Framework • Approve Trust growth decisions (free schools, sponsored schools and convertors) 	<p>to the Board</p> <ul style="list-style-type: none"> • Develop a Trust Policy Framework • Recommend trust growth opportunities following agreed due diligence protocols 	<ul style="list-style-type: none"> • Review and challenge progress of the school against its strategic objectives and KPIs 	<ul style="list-style-type: none"> • Comply with requirements of the Trust Policy Framework 	<p>Policy Framework</p> <ul style="list-style-type: none"> • To tailor trust-wide policies to school policy as recommended by the Central Executive Team
	<p>New Schools</p> <ul style="list-style-type: none"> • Approve school applications to join the Trust 	<ul style="list-style-type: none"> • Consider requests, conduct due diligence and make recommendations to the Board for new schools • Agree school expansion and free school applications 	<ul style="list-style-type: none"> • Consider requests, conduct due diligence and make recommendations to the TL for new SEND schools • Actively seek new Trust schools partners within SEND cluster 		
<p>Website compliance</p>			<ul style="list-style-type: none"> • Delegation to ensure quality assurance process to ensure school's compliance with DfE website requirements 	<ul style="list-style-type: none"> • Review school's compliance with DfE website requirements 	<ul style="list-style-type: none"> • Ensure statutory information is published on the school website and maintain its compliance, including required details of governance arrangements, performance, financial and equality data • Report on website compliance to AB & DTL

Revision History

Version	Version Date	Author	Summary of Changes
V0.5	June 2021	Helen Stockill – Head of Governance	Creation of document
V1.0	30 June 2021	Helen Stockill – Head of Governance	Approved by Trust Board