



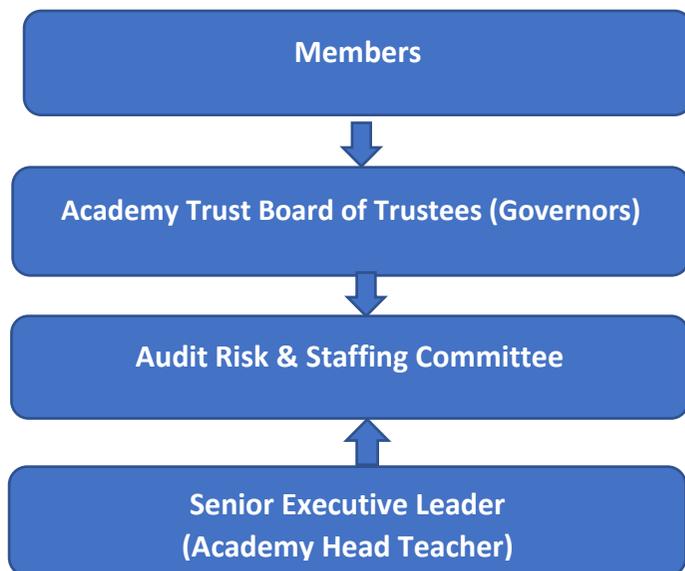
Purpose of this Document:

- To ensure clarity about the roles of Members, Trustees, Head Teacher and committees
- That Belthorn Academy Primary School operates in a fashion that is fit for purpose for an Academy Trust
- To prevent confusion which may lead to a loss of Trust with stakeholders
- To be a working document that will be revised annually and adapted in response to the context and circumstances of the Academy Trust

Key

✓	Action can be taken at this level
■	Action cannot be carried out at this level
■	Delegated responsibility
■	Accountable and final approval

Structure



Chairs Action

Where any function of the Governing board can be delegated to an individual, the Chair may exercise that function if in their opinion a delay in exercising that function would be likely to be seriously detrimental to the interests of:

- a) The school
- b) Any pupil at the school, or their parent
- c) A person who works at the school.

A delay means until the earliest date on which it would be reasonably practicable for a meeting of the Governing board, or of a committee to which the function in question has been delegated, to be held.

The Vice-Chair is also able to fulfil a chairs action if the Chair is unable to provide this action due to vacancy or is unavailable and the circumstances listed in paragraph 1 apply.

Roles and Responsibilities

Role and Summary	Key Responsibilities
<p>Members - are like a company's shareholders - they sit above the board of Trustees and have a largely hands-off role. There must be a minimum of three Members on the board</p>	<ul style="list-style-type: none"> • Are signatories to the articles of association (founding Members) • Pass a special resolution to: <ul style="list-style-type: none"> ○ Amend the articles of association ○ Appoint new Members or remove existing Members ○ Direct Trustees to take a specific action • Appoint Trustees, according to the Trust's articles of association, and can also remove serving Trustees • Appoint and remove auditors • Receive the Trusts audited annual accounts • Change the name of the Trust, and ultimately wind up the Trust
<p>Trustees – also known as Governors of the Trustee Board, have legal duties as charity Trustees and company directors.</p>	<ul style="list-style-type: none"> • Ensure clarity of the vision, ethos and strategy • Hold executive leaders to account for the educational performance of the organisation and its pupils, and the performance management of staff • Oversee and ensure effective financial performance
<p>Trust Board Committees – In line with the Academy Trust Handbook there is an Audit, Risk & Staffing Committee which operates as a standalone committee. The decisions that can be made in this committee are deemed decisions of the Trust Board.</p>	<ul style="list-style-type: none"> • The Audit, Risk and Staffing Committee has delegated responsibility from Trustee Board and has duty for ensuring and monitoring sound management of: <ul style="list-style-type: none"> ○ The Trust's Finance ○ Internal Scrutiny ○ Staffing ○ Risk management ○ Health and Safety
<p>Head Teacher – Delegated responsibility for the operation of the Trust including the performance of the Academy and is also the Accounting Officer of the school</p>	<ul style="list-style-type: none"> • Internal organisation, management and control of the Academy • Implementation of all policies approved by the Governors • Direction of the teaching and curriculum of the Academy • Establish and sustain the school's ethos and strategic direction together with the governing board • Identify problems and barriers to school effectiveness, and develop strategies for school improvement that are realistic, timely and suited to the school's context. • Make sure that school improvement strategies are effectively implemented • Monitor progress towards achieving the school's aims and objectives • Allocate financial resources appropriately, efficiently, and effectively • Listens to the parent, carers, pupil and community voice and takes appropriate operational action • Ensures full preparation of the school and its staff for any external review or OFSTED inspection to ensure readiness.

Function	Task	Members	FGB	Committee	Individual Governor	Head Teacher	Specific Committee
Admissions	Determine the school's admissions arrangements annually, including the published admission number (PAN) and the oversubscription criteria		✓	✓			Admissions Committee
	Ensure the school's admissions arrangements comply with the School Admissions Code and are fair, clear and objective		✓	✓			Admissions Committee
	Establish an independent appeals panel when there are admissions appeals		✓				
	Ensure all admission appeals are heard fairly, clearly and objectively and the decision is communicated back within the agreed timeframe		✓	✓			Admissions Committee
Behaviour and exclusions	Arrange for suitable full-time education for any pupil of compulsory school age who has a fixed-term exclusion of more than five school days					✓	
	Convene a meeting to consider reinstating an excluded pupil and consider parents' representations about an exclusion in some circumstances		✓	✓			Pupil Discipline Committee
	Arrange an independent review panel to consider permanent exclusions, where requested by parents		✓				
Curriculum	Make sure the school teaches a broad and balanced curriculum to the age of 11		✓			✓	
	Agree enrichment / extra-curricular offer including any additional services required		✓			✓	
	Embed agreed curriculum and enrichment offer within the day to day operation of the Academy Trust ensuring all pupils have the opportunity to access					✓	
	Effectively collect assessment data, ensuring it is measuring the right things and provide appropriate termly reports to the Governors				✓	✓	

Function	Task	Members	FGB	Committee	Individual Governor	Head Teacher	We have delegated this to:
Finance and budgets	Make day-to-day spending decisions under the amount of <i>[insert spending limit under which spending doesn't need approval]</i>					✓	
	Appoint a Senior Executive Leader as the Accounting Officer of the Trust		✓				
	Appoint an Internal Financial SLT member as the Chief Financial Officer of the Trust						
	Maintain adequate accounting records and prepare an annual report and accounts in line with the Charity Commission's Statement of Recommended Practice (SORP) and Education and Skills Funding Agency's (ESFA) Accounts Direction		✓				
	Appoint an auditor	✓	✓	✓			Audit, Risk & Staffing
	Refer potentially novel and contentious transactions to Education and Skills Funding Agency (ESFA) for explicit prior authorisation		✓				
	Establish an audit, risk & staffing committee and appoint or elect a chair		✓				
	Approve a balanced budget each financial year and submit to the ESFA		✓				
	Work with the SBM to design a budget which maximises the funding received, challenges the level of self-income brought into the school and minimises expenditure		✓				
	Manage the school in line with the agreed school budget and flagging any areas of risk to the governing board in a timely manner					✓	
	Maintain a published register of interests, including the business and pecuniary interests of Members, Trustees and local Governors		✓				Business Meeting
Review and monitor progress on school key priorities, strategic objectives and KPIs		✓			✓		

Function	Task	Members	FGB	Committee	Individual Governor	Head Teacher	We have delegated this to:
	Monitor impact of pupil premium funding		✓			✓	
	Monitor impact of PE and sport premium funding		✓			✓	
Systems and Structures	Appoint and remove Members	✓					
	Appoint and remove Trustees	✓	✓				
	Write the role description for Members	✓					
	Write the role description for Trustees/Link Governors		✓				
	Run Parent Governor election					✓	
	Produce and maintain a central record of recruitment and vetting checks					✓	
	Hold Full Governing board meetings at least 3 times a year		✓				
	Hold an Annual General Meeting for Members	✓					
	Elect a chair and vice-chair of Trustees		✓				Business Meeting

Function	Task	Members	FGB	Committee	Individual Governor	Head Teacher	We have delegated this to:
	Agree the annual internal review of the governing board & committee performance and externally review when appropriate		✓				
	Determine the constitution, Membership and terms of reference of any committee it decides to establish, appoint/elect a chair and review this annually		✓				Business Meeting
	Effective Marketing of the school to maintain a positive external and internal image				✓	✓	Marketing Working Party
	Ensure that statutory requirements for information published on the school website, including required details of governance arrangements, performance, financial and equality data are met		✓	✓			Policies to Audit, Risk & Staffing Committee as per ToR. Remainder of policies to FGB
	Determine and approve Trust policies which reflect the Trust's ethos and values including: admissions; expenses; data protection and FOI; SEN; safeguarding and child protection; curriculum, complaints, Health & Safety, accessibility plan, sex education, premises management, appraisal, capability, staff & pupil discipline, staff & pupil behaviour, conduct & grievance and pay		✓	✓			Policies to Audit, Risk & Staffing Committee as per ToR. Remainder of policies to FGB
	Implement, communicate and appropriately train staff on Trust policies which include: admissions, expenses, data protection and FOI, SEN, safeguarding and child protection, curriculum, complaints, Health & Safety, accessibility plan, sex education, premises management, appraisal, capability, staff & pupil discipline, staff & pupil behaviour, conduct & grievance and pay					✓	
	Delegate functions to committees and individuals		✓				
	Conduct a skills gap audit and succession plan for the governing board and recruit where appropriate to fill gaps		✓				
	Ensure all Governors attend the mandatory training and additional training as highlighted through skills audit		✓		✓		

Function	Task	Members	FGB	Committee	Individual Governor	Head Teacher	We have delegated this to:
	Conduct an annual succession plan for all levels of staff and take appropriate steps to fill skill gaps with training/CPD and effective performance management conversations where appropriate					✓	
	Management of the school's environmental sustainability in its day-to-day operations				✓	✓	Environmental Sustainability Working Party
	Agree, amend and review the Articles of Association	✓	✓				
	Agree, amend and review the governance workplan, terms of reference and scheme of delegation		✓				
	Write, update and RAG rate the School Improvement Plan					✓	
	Review the Chair's performance by carrying out a 360 review annually		✓				
	Appoint and agree the SLA of a clerk.		✓				
	Prepare and monitor progress for OFSTED inspections utilising internal and external reviews		✓			✓	
	Write a three year strategy plan with clear priorities and review the performance of the school against the agreed priorities termly		✓				
	Implement and effectively communicate the strategy to all key stakeholders of the school including providing termly progress reports to the board					✓	
	Annually write the school self-evaluation form (SEF) and share with Governors					✓	
	Review Trustee contribution and participation				✓		Chair

Function	Task	Members	FGB	Committee	Individual Governor	Head Teacher	We have delegated this to:
	Check that all required and statutory information is uploaded on the school website and it is fit for purpose by conducting termly website audit		✓		✓		
	Submit and publish on the school website the annual report on the performance of the Trust		✓				
	Approve a complaints procedure		✓			✓	
	Establish a complaints panel to consider formal complaints about the school and any community facilities or services it provides		✓				
	Manage parent communication including all areas of concerns which arise pre-complaints policy					✓	
	Manage a healthy relationship and communication with the local community		✓			✓	
	Make sure the school complies with the Freedom of Information Act 2000		✓	✓			Audit, Risk & Staffing
	Make sure the school complies with the General Data Protection Regulations (GDPR)		✓	✓			Audit, Risk & Staffing
Pupil welfare and wellbeing	Make sure eligible pupils receive free school meals		✓			✓	
	Appoint a designated teacher to promote the educational achievement of looked after children (LAC) and post-LAC and that they undertake appropriate training		✓			✓	
	Maintain a register of pupil attendance					✓	
	Make sure the school complies with the Equality Act 2010 and the Public Sector Equality Duty and publishes equality objectives and information about how it is doing this		✓				
	Monitor and support pupil wellbeing		✓			✓	

Function	Task	Members	FGB	Committee	Individual Governor	Head Teacher	We have delegated this to:
	Make arrangements for supporting pupils with medical conditions		✓			✓	
Safeguarding	Check that the school complies with statutory guidance on safeguarding		✓				
	Make sure there's a child protection policy in place		✓			✓	
	Make sure a senior board level Governor takes leadership responsibility for safeguarding and that they receive training		✓				Business Meeting
	Make sure all Governors receive annual safeguarding training		✓	✓	✓	✓	
	Appoint a Member of staff to be the designated safeguarding lead					✓	
	Implement effective online safety strategies for safeguarding pupils				✓	✓	Online Safety Working Party
	Make sure that effective support is provided for any employee facing an allegation		✓	✓		✓	Audit, Risk & Staffing
Special Educational Needs and Disabilities (SEND)	Designate a Member of the governing board or a committee to have oversight of the school's arrangements for SEND		✓				Business Meeting
	Make sure that the necessary special education provision is made for any pupil who has SEND, and monitor its effectiveness		✓		✓	✓	
	Make sure that parents are notified by the school when special educational provision is being made for their child					✓	
	Make sure the school produces and publishes online its school SEND information report		✓			✓	

Function	Task	Members	FGB	Committee	Individual Governor	Head Teacher	We have delegated this to:
	Make sure the school follows the statutory SEND Code of Practice		✓			✓	
	Make sure that there is a qualified teacher as the special educational needs co-ordinator (SENCO) for the school		✓			✓	
	Make sure that the teachers in the school are aware of the importance of identifying pupils who have SEND and providing appropriate teaching					✓	
Staffing matters	Appoint a Head Teacher		✓				
	Make sure safer recruitment procedures are applied (for example, disclosure and barring checks)		✓	✓			Audit, Risk and Staffing
	Make sure employment law and guidance is being followed		✓	✓			Audit, Risk and Staffing
	Approve all staffing structure changes		✓	✓		✓	Audit, Risk and Staffing
	Appoint Senior Leadership roles – Deputy Head Teacher and School Business Manager		✓	✓		✓	Audit, Risk and Staffing
	Appoint teaching staff				✓	✓	Governor supporting interviews - HT request
	Appoint non teaching staff					✓	
	Conduct an annual performance and salary review of the Head Teacher		✓	✓			Appraisal Committee
	Performance management of teaching and non teaching staff					✓	
	Agree SLT and teacher pay		✓	✓			Pay Committee

Function	Task	Members	FGB	Committee	Individual Governor	Head Teacher	We have delegated this to:
	Establish and agree a Pay policy		✓				
	Agree non teaching staff pay					✓	
	Monitor and support the Head Teacher wellbeing		✓				
	Monitor and support teaching and non teaching staff wellbeing		✓		✓	✓	
	Provide internal & external training and CPD opportunities for all staff within an agreed budget					✓	
	Dismiss the Head Teacher		✓				
School Day	Set the times of school sessions and the dates of school terms and holidays		✓			✓	
	Manage the day-to-day operations of the After School and Breakfast clubs to ensure a safe environment for children and staff whilst optimising additional income					✓	
	Manage a Summer Holidays Club which ensures a safe environment for children whilst optimising additional income					✓	
	Review termly the school club attendance and income generation in line with budget		✓			✓	
Risk Management	Update and manage the risks on the register through identifying new risks and and termly update the board changing the status of risks		✓			✓	
	Review and manage the risks highlighted in the risk register and termly update the board on any new risks or changes in risk assessments		✓	✓			

Function	Task	Members	FGB	Committee	Individual Governor	Head Teacher	We have delegated this to:
	Maintenance of the premises to a high Health and Safety level, ensuring all statutory premises areas are scheduled, controlled, maintained as well as an internal audit conducted termly with a report submitted to the board					✓	
	Make sure that the Trust has adequate insurance cover		✓	✓			Audit, Risk & Staffing
	Make sure there is an appointed person in charge of first aid		✓	✓		✓	Audit, Risk & Staffing
Little Bells	Manage the day-to-day operation of the pre-school ensuring sessions are maximized whilst operating at the highest quality standards					✓	
	Xxxxx Need more accountabilities in here – source original business plan to understand objectives and strategy.						
	Make sure relevant EYEF grant and parent fees are collected and xxxx						
	Events						