



Board Remit and Scheme of Delegation

(incorporating Roles and Functions Overview)

Date	Revision & Amendment Details	By Whom
October 2021	Approved	Board of Directors
May 2023	Reviewed, updated and approved	Board of Directors

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(This document explains the Trust's integrated governance framework and covers establishment of, and delegation to, the Board, Committees, the Trust's Central Executive Team and Headteachers / Executive Heads / Heads of School, as appropriate.)

There are three other documents in this suite of Board documents namely:

- Directors' Role and Responsibilities (incorporating a Director's Job Description and Person Specification)
- Terms of Reference for the Board of Directors – *this sets out the mechanics of how the Board operates e.g. meetings; how many and quorum etc*
- Code of Conduct for Directors of Peterborough Diocese Education Trust.

1. Introduction and Statement of Intent

As a charity and company limited by guarantee, Peterborough Diocese Education Trust (the Trust) is governed by a Board of Directors / Trustees (Directors) who are responsible for, and oversee, the management and administration of the Trust and the academies run by the Trust. The provisions of this document apply to all academies for which the Trust is responsible (the Academies). Any reference to the Academies in this document refers to all Academies within the Trust.

The Directors are accountable to external government agencies including the Charity Commission, Education and Skills Funding Agency and the Department for Education (including any successor bodies) for the quality of education they provide, and they are required to have systems in place through which they can assure themselves of quality, safety, and good practice.

To discharge some of these responsibilities, the Directors appoint people to serve on local Academy Governance Committees (AGCs) which have been established to help ensure the good governance of the Academies.

This document explains the ways in which the Directors fulfil their responsibilities for the leadership and management of the Academies, the respective roles and responsibilities of the Directors, the Committees and the governors serving on the AGCs and the commitments to each other to ensure the success of the Trust.

This document incorporating a Scheme of Delegation was put in place by the Directors from the **12 October 2021** and has been subsequently revised on the dates stated on the front cover in accordance with the provisions of the Trust's [Articles of Association](#) (the Articles).

2. Ethos and Mission Statement

2.1 The Trust's Vision is:

For every child, within our Trust, to experience an excellent education and to realise their God-given potential to flourish.

Our Pathway to Achieving our Vision:

Working together as one, through the affirmation of God's love within a distinctively Christian ethos, we aim to:

Educate for:

- Wisdom and Knowledge
- Hope and Aspiration
- Community and Living Well Together
- Dignity and Respect

And

Promote a positive, open and honest culture which embraces and nurtures these.

We ensure our academies are inclusive, serving the local community, welcoming all: children of the Christian faith, of other faiths or of no faith.

Educating for Wisdom and Knowledge:

Wisdom, knowledge, truth and accompanying good judgement are needed for all to flourish. Our academies encourage academic and spiritual development. They nurture academic discipline, emotional intelligence and creativity across the whole range of school subjects. Our academies nurture the understanding of how to be a good person and citizen and provide opportunities to practise this.

Educating for Hope and Aspiration:

Learning how to approach the future is crucial. Our academies support the character and moral development of all pupils giving them hope and aspirations. They develop pupils' resilience to cope well when things are difficult and the perseverance to overcome barriers to their own learning and to make positive choices. Our academies inspire all to be courageous advocates for change in their local, national and global communities.

Educating for Community and Living Well Together:

Humanity is 'co-humanity,' inextricably linked with others. Our academies promote social and cultural development and wellbeing. They provide an education and culture with a core focus on relationships and the practice of forgiveness and reconciliation, enabling all people to flourish and live well together.

Educating for Dignity and Respect:

Upholding dignity and showing respect to all are fundamental. Our academies encourage all to understand, celebrate and embrace difference and diversity so all can flourish because all are treated with dignity and respect.

Our Outcomes:

The following outcomes illustrate the realisation of our vision:

- Excellent progress for all pupils
- Individual high academic achievement
- Whole person development (cognitive, spiritual, emotional, physical, moral and social)
- Personal fulfilment and engagement for all adults
- Efficient and effective shared services as a result of working as one Trust.

2.2 The Directors and AGCs recognise their responsibility towards the common good, not just of the Academies for whom the Trust is responsible, but of all the families and communities in the areas served by the Academies.

3. The Trust is Governed By:

- **Members** – guardians of the Trust, their role is broadly similar to shareholders of a limited company
- **Directors** – appointed by Members (save for Co-opted Directors, who are appointed by Directors) to oversee the business of the Trust, agreeing the overarching strategic direction and ensuring robust governance
- **Committees** – who act in an advisory capacity to the Board
- **Central Executive Team** – who manage the day-to-day business of the Trust in line with policies approved by Directors
- **Academy Governance Committees (AGCs)** – who monitor and support the Academies in implementation of the Trust's, and their own aligned vision, values, and policies
- **Headteachers** (Executive Heads/Heads of School, as appropriate) – who manage the day-to-day business of an individual Academy under the oversight and challenge of the Central Executive Team, with support from the AGC.

4. Scope and Applicability

This document outlines the framework for decision making / delegation within the Trust. It applies to all Members, Directors, members of Committees, governors serving on the AGCs and staff.

To clearly set out the accountability / responsibility structure, a **Roles and Functions Overview (RFO)** is attached as an *Appendix*.

5. Delegation - *Articles of Association*

The following are the relevant clauses from the Articles that outline what can, and cannot, be delegated.

- 5.1 Subject to provisions of the Companies Act 2006, the Articles and to any directions given by special resolution, the business of the Trust shall be managed by the Directors, who may exercise all the powers of the Trust.
- 5.2 Subject to the Articles, Directors:
 - 'May appoint separate committees to be known as Local Governing Bodies' (**known as Academy Governance Committees in the Trust**), and
 - 'May establish any other committees.'
- 5.3 Subject to the Articles, *'the constitution, membership and proceedings of any committee shall be determined by the Directors. The establishment, terms of reference, constitution and membership of any committee of the Directors shall be reviewed at least once in every twelve months'*.
- 5.4 *'The membership of any committee of the Directors may include persons who are not Directors, provided that (with the exception of the Local Governing Bodies) a majority of members of any such committee shall be Directors. Except in the case of a Local Governing Body, no vote on any matter shall be taken at a meeting of a committee of the Directors unless the majority of members of the committee present are Directors.'*
- 5.5 *'Directors may delegate to any Director, committee (including any Local Governing Body), the Chief Executive Officer or any other holder of an executive office, such of their powers or functions as they*

consider desirable to be exercised by them. Any such delegation shall be made subject to any conditions the Director may impose and may be revoked or altered’.

5.6 The Directors appoint the Chief Executive Officer (CEO) and may delegate such powers and functions as they consider are required by the CEO for the internal organisation, management and control of the Academies (including the implementation of all policies approved by the Directors and for the direction of the teaching and curriculum at the Academies).

5.7 Reserved matters - the Board of Directors (the Board) cannot delegate:

- Any functions relating to the:
 - constitution of the Trust
 - appointment or removal of the Chair and Vice-Chair of the Directors
 - suspension or removal of Directors
 - establishment of committees
 - dissolution of committees
 - its responsibilities for the delegation of functions i.e. the adoption or revision of this Board Remit and Scheme of Delegation.

6. Members

6.1 The Trust has:

- External Members (i.e. not Directors) who are:
 - a representative of Peterborough Diocese Church Schools Trust (PDCST) (Corporate Member)
 - two appointees of PDCST
 - any person appointed under Article 16: and
- One internal Member (Chair of Directors).

6.2 Members are the guardians of the Trust’s constitution, providing oversight and challenge to the Directors to ensure the charitable object of the Trust is being fulfilled. The charitable object is:

to advance for the public benefit education in the United Kingdom, in particular but without prejudice to the generality of the foregoing by establishing, maintaining, carrying on, managing and developing Academies which shall offer a broad and balanced curriculum, and which shall include:

- (i) Church of England schools designated as such which shall be conducted in accordance with the principles, practices and tenets of the Church of England both generally and in particular in relation to arranging for religious education and daily acts of worship, and having regard to any advice issued by the Diocesan Board of Education; and*
- (ii) other Academies whether with or without a designated religious character; but in relation to each of the Academies to recognise and support their individual ethos, whether or not designated Church of England.*

6.3 Members may agree to appoint / remove additional Members. The CEO cannot be a Member as employees of the Trust cannot be Members. Members can appoint and remove any Director subject to the provisions outlined in the Articles. Any removal by the Board of a Director appointed by the Members will only be undertaken with the consent of the Members.

7. Board of Directors

7.1 The Board is able to exercise all of the powers of the Trust. It is accountable for the performance of the Trust.

7.2 The Board will challenge, hold to account, ask questions, seek information, improve proposals and so seek to arrive at the best outcome for the Trust. In addition, the Board will offer support, constructive advice, a sounding board for ideas, a second opinion on proposals and help where needed to the Central Executive Team.

7.3 Both as Trustees of a charity and Directors of a company, Directors have a fiduciary duty to act in good faith in the best interests of the Trust. This duty includes a responsibility to do the following:

- Ensure compliance with any legal obligations
- Report on the Trust's activities (the Trust must prepare accounts in accordance with the Statement of Recommended Practice for Charities, the so called "Charity SORP" and any reporting requirements of the Education & Skills Funding Agency, as well as complying with Companies House reporting requirements)
- Fulfil the charitable object of the Trust as set out above and, in its constitution, (i.e. the Articles) and act in a way which is compliant with the rules of the Trust contained in the Articles
- Act with integrity and to avoid any conflicts of interest and not to misuse any charity funds or assets
- Act prudently in the financial management of the Trust, avoiding putting any assets, funds or reputation of the Trust at undue risk
- Exercise reasonable care and skill, using personal knowledge and experience to ensure the Trust is well run and efficient, and
- Act responsibly, getting advice from others, including professional advisors, where appropriate.

7.4 Subject to any change in policy from time to time or where circumstances merit a different approach, the Board will be constituted of: a minimum of 5 Directors appointed by the Members. Directors may also appoint up to 2 co-opted Directors. There is no maximum number of Directors. From time to time, the Board may recommend to Members a maximum number of Directors to ensure optimum working of the Board.

7.5 The Directors' role and responsibilities are set out in the document entitled ['Directors Roles and Responsibilities \(incorporating a Director's Job Description and Person Specification\)'](#) and detailed in the Roles and Functions Overview (RFO). Specific skills may be needed if a Director is to take responsibility for and lead on a specific area, or to undertake the role of the Chair of the Trust. A regular skills audit will be undertaken and Directors should expect to be able to articulate their contribution to the success of the Trust and the Academies.

7.6 The chair of the Board must not exercise as an individual any functions of the Board, except where this has been sanctioned by the Board. The chair may, however, act in cases of urgency where a delay in exercising the function would be likely to be seriously detrimental to the interests of the Trust, an Academy, a pupil, parent or member of staff.

7.7 Terms of reference for the Trust Board are set out in the document entitled ['Terms of Reference for the Board of Directors'](#).

8. Committees (including Academy Governance Committees)

8.1 The Board has established a structure of committees as appropriate. These committees act in an advisory capacity to the Board except where powers have been specifically delegated to them by the Board.

8.2 For committee constitution and further details as to their operation – *see the terms of Reference for the particular committee* and for committee responsibilities – *see RFO*.

8.3 The Board has established the following standing committees:

- Education (EC)
- Business and Finance (B&F)
- Governance and Nominations (GNC)
- Audit and Risk (A&R)
- People and Pay (P&P).

8.4 The Board has also established the equivalent of what are termed as ‘Local Governing Bodies’ in the Articles, to be known as Academy Governance Committees (AGCs).

- There will be an AGC for each Academy or where appropriate there may be one AGC across more than one academy.
- Appointment of governors to AGCs has been delegated by the Directors to the Governance and Nominations Committee (*see RFO*) but Directors remain responsible for the removal of governors.
- For composition of AGCs and further details as to their operation - *see the [Terms of Reference for AGCs](#)* and for AGC responsibilities *see RFO*.
- The implementation and impact of functions delegated to the AGCs will be quality assured by the Governance and Nominations Committee and Audit and Risk Committee as appropriate.

9. Central Executive Team and Headteachers

Various functions have been delegated by the Board to the Central Executive Team and to Headteachers (Executive Heads / Heads of School, as appropriate) and details can be found in the Roles and Functions Overview (*RFO*).

APPENDIX

KEY	
A = action	E = Evaluate
D = determine / agree	H2A = Hold to Account
M = Monitor	R = Recommend
P = Propose	Rev = Review

Roles and Functions Overview

Directors	Governance	
	Carry out the duties and responsibilities of Directors / Trustees in line with: <ul style="list-style-type: none"> PDET's Articles (the Articles) Charity law The latest edition of the Academy Trust Handbook (ATH) PDET's Code of Conduct for Directors The DfE Governance Handbook and ensure robust governance.	A
	Establish, review and amend: <ul style="list-style-type: none"> The Trust's Governance structure The Terms of Reference for the Board of Directors (the Board) The Board Remit and Scheme of Delegation Directors' Roles and Responsibilities Code of Conduct for Directors The Constitution and Terms of Reference for the Board Committees and Academy Governance Committees This Roles and Functions Overview. 	A Rev
	Determine the Board's Reserved Matters (<i>see Board Remit and Scheme of Delegation and the Articles</i>).	D
	Determine the vision, mission and aims of the Trust.	D
	Determine the ethos and values of the Trust ensuring that the Trust's ethos promotes Christian and British values.	D
	Determine the strategic direction of the Trust and take a primary role in the leadership and governance of the Trust in accordance with the Trust's vision and mission.	D A
	Comply with the Trust's Charitable objects.	A
	Comply with PDET's Funding Agreement.	A
	Follow the requirements of the DfE Governance Handbook.	A
	Oversee the Trust's financial sustainability and its ability to operate as a going concern.	M
	Ensure regularity and propriety in the use of the Trust's funds and achieve economy, efficiency and efficacy.	A

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	Determine and monitor the Trust-wide Improvement Plan.	D M
	Monitor the Academies' strategic direction.	M
	Recommend Directors to Members for appointment and appoint co-opted Directors (<i>Members appoint Directors except co-opted</i>).	R A
	Determine succession plans for the Board.	D
	Appoint a Governance and Nominations Committee (GNC).	A
	Appoint a Governance Professional to the Board.	A
	Establish Academy Governance Committees (AGCs).	A
	Appoint governors to AGCs (acting through the GNC).	A
	Establish a process for election of parent and staff governors to AGCs.	A
	Remove governors from AGCs.	A
	Determine any Trust Governance Intervention Strategy for AGCs.	D
	Finance	
	Recommend to the Members external auditors for appointment.	R
	Appoint internal auditors on the recommendation of the Audit and Risk Committee (A&R).	A
	Sign off annual accounts and reports.	A
	Approve the financial scheme of delegation.	A
	Appoint the Business and Finance Committee (B&F).	A
	Ensure rigour and scrutiny in budget management.	A
	Approve an annual balanced budget for the Trust and any significant changes to that budget.	A
	Oversee and ensure effective financial performance (including ensuring financial plans are prepared and monitored) and that appropriate action is taken to maintain financial viability and ensure the Trust remains as a going concern.	M
	Monitor management accounts including income, expenditure, cash flow, balance sheet of the Trust and variances.	M
	Determine the Trust's Accounting policies.	D
	Ensure proper financial controls are in place.	A
	Appoint an Accounting Officer and Chief Financial Officer (CFO).	A
	Maintain an up-to-date register of relevant personal and business interests.	A

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	Determine the extent of the services provided to each Academy by the Trust and how the costs should be allocated, apportioned or otherwise funded.	D
	Determine the Trust's Investment Policy.	D
	Determine the Trust's Reserves Policy and explain policy for holding reserves in annual report.	D A
	Ensure (taking advice from A&R) appropriate, reasonable and timely responses by the Central Executive Team (CET) to findings by internal and external auditors.	A
	Contracts	
	Set the delegated levels of authority for contracts.	D
	Determine the Trust's Procurement and Competitive Tendering Policy.	D
	Approve contracts with a value above £100,000.	D
	Ensure all contracts are compliant with the provisions of the Academy Trust Handbook (ATH).	A
	Ensure requirements for managing related party transactions are applied across the Trust.	A
	Approve in principle contracts which constitute related party transactions prior to submission to the ESFA (if appropriate) for approval.	D
	Curriculum and Standards	
	Appoint an Education Committee (EC).	A
	Receive a regular (minimum 3 times per year) report from the CET in order to monitor standards (including attendance).	M
	Hold the CET to account for the educational performance of the Trust and its pupils.	H2A
	Monitor Trust-wide performance in relation to the development of the whole child (including pupil outcomes) in order to evaluate the impact of the Trust in terms of academy improvement.	M E
	SEND	
	Appoint a Designated Director for SEND.	A
	Safeguarding	
	Determine the Trust's Safeguarding/Child Protection Policy.	D
	Receive a regular (minimum 3 times per year) report from the CET on Safeguarding in order to monitor safeguarding across the Trust.	M
	Ensure compliance with the latest edition of <i>Keeping Children Safe in Education</i> .	A
	Undertake safeguarding training annually and update throughout the year.	A

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	Support the promotion of a robust safeguarding culture throughout the Trust.	A
	Appoint a Designated Director for Safeguarding.	A
	Behaviour	
	Monitor and review inclusion and the use of exclusions across the Trust.	M Rev
	Other Pupil-Related Matters	
	Appoint a Designated Director for Pupil Premium.	A
	Complaints	
	Receive reports from the CEO and A&R regarding the level and nature of complaints across the Trust in order to monitor the same.	M
	Parents and the community	
	Monitor feedback from the GNC re: voice of the parent and voice of the Community.	M
	Staffing	
	Appoint a People and Pay Committee (P&P).	A
	Define any overarching management structures across the Trust and budget for them.	A
	Ensure the Trust's approach to pay and benefits is transparent, proportionate, and justifiable.	A
	Ensure decisions about levels of executive pay follow a robust evidence-based process and are a reasonable and defensible reflection of the individual's role and responsibilities.	A
	Appoint, suspend and dismiss the CEO.	A
	Appoint, suspend and dismiss the CFO.	A
	Conduct the performance management review of the CEO.	A
	Hold the CEO to account for the performance management of staff.	H2A
	Appoint, suspend and dismiss the EHTs and HTs (acting through the CEO).	A
	Approve applications for early retirement in respect of the CEO and CET.	A
	Approve the termination of contracts involving any form of financial settlement (in accordance with ESFA guidance) in respect of the CEO and CET and in respect of EHTs/HTs, approve them acting through P&P.	A

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	Information Management and Communication	
	Appoint (acting through the CEO) a Data Protection Officer for the Trust.	A
	Premises	
	Approve insurance arrangements (acting through B&F).	A
	Determine a buildings strategy and asset management planning arrangements (acting through B&F).	D
	Health and Safety	
	Monitor health and safety across the Trust.	M
	Determine the Trust Health and Safety Policy (including first aid).	D
	Risk	
	Appoint an audit and risk committee (A&R).	A
	Maintain an oversight of risk, review risk management and maintain a risk register.	Rev A
	Receive a report on risk across the Trust from the CEO at each main Board meeting.	M

The Board Committees' role is largely to monitor (look at reports, papers, data etc.) and evaluate (make a judgement), questioning and challenging, as appropriate, and to do one or more of the following:

- Propose an action
- Report
- Recommend.

The Committees do not hold the executive to account but support the Board in doing so.

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Education Committee (EC)	Governance	
	Monitor and evaluate the Academies' strategic direction in relevant areas through the TWIP.	M
	Ethos	
	Monitor that the Trust's Christian ethos is considered and reflected in the Trust's educational provision and in the Committee's challenges and decisions.	M
	Curriculum and Standards	
	Monitor and evaluate pupil performance and impact in all the Academies, particularly where there is cause for concern.	M E
	Monitor the intent, implementation and impact of the curriculum in individual Academies.	M
	Monitor the Trust's Remote Learning provision.	M
	Monitor and evaluate the SIAMS provision in the individual Academies.	M
	Monitor and evaluate the use of Pupil Premium and its impact across the Trust and in individual Academies.	M E
	Monitor and Review Covid Catch-Up / Recovery Premium across the Trust.	M REV
	Determine a Trust-wide Religious Education Policy.	D
	Determine a Trust-wide Relationships Sex and Health Education Policy.	D
	Determine a Trust-wide British Values and the Prevention of Radicalisation and Extremism Policy.	D
	SEND	
	Determine a Trust-wide SEND policy and SEN Information Report.	D
	Determine a Trust-wide policy for Children with Health Needs who Cannot Attend School.	D
	Determine a Trust-wide policy for Supporting Pupils with Medical Conditions.	D
	Monitor the SEND provision across the Trust and its impact and the SEND Policy's impact on pupil performance.	M
	Behaviour	
	Determine Trust-wide Behaviour Principles.	D
	Monitor inclusion and the overall pattern and use of exclusions within the Trust and individual Academies.	M

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	Other Pupil-Related Matters	
	Monitor and review pupil attendance across the Trust and in individual Academies.	M Rev
	Determine the Trust's Equalities Information and Objectives Statement.	D
	Risk	
	Monitor risk management in relation to matters relevant to EC and report to A&R.	M A

Governance and Nominations Committee (GNC)	Ethos	
	Monitor and evaluate that the Trust's Christian Ethos is considered and reflected in the Director recruitment process and recommendations.	M
	Monitor and evaluate the Academies' Christian Distinctiveness.	M E
	Monitor the Academies' promotion of Christian and British values.	M
	Governance	
	Recommend: <ul style="list-style-type: none"> A Trust Governance structure Terms of Reference for the Board of Directors Board Remit and Scheme of Delegation Directors' Roles and Responsibilities Constitution and Terms of Reference for the Board Committees and AGCs This Roles and Functions Overview. 	R
	Strive, through recruitment, to achieve a diverse Board reflective of the communities the Trust serves.	A
	Undertake competency and skills analysis to inform recruitment of Directors.	A
	Undertake the Trust recruitment process for potential Directors.	A

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	Propose suitable potential Directors to the Board and recommend they are appointed by Members or, where appropriate, appointed by the Board as Co-opted Directors.	P
	Propose succession plans for the Board.	P
	Propose a Governance Professional for the Board.	P
	Approve governor applications and appoint governors to AGCs acting through the CE.	A
	Recommend removal of governors.	R
	Monitor the performance of AGCs, including through monitoring AGCs' reports and self-evaluation.	M
	Monitor outcomes of external governance reviews.	M
	Hold AGCs to account.	H2A
	Recommend and monitor the impact of any Trust AGC Intervention Strategy.	R M
	Identify and secure the induction and other on-going training and development needs of Directors.	A
	Train/facilitate training of governors.	A
	Determine a Conflicts of Interest policy (incorporating requirements as to declarations of personal and business interests).	D
	Admissions	
	Determine a Trust-wide admission policy.	D
	Determine the admission policies and arrangements for the Academies.	D
	Risk	
	Monitor risk management in relation to matters relevant to the GNC and report to A&R.	M

Business & Finance Committee (B&F)	Ethos	
	Monitor that the Trust's Christian ethos is considered and reflected in business and finance challenges and decisions.	M
	Finance	
	Propose and recommend the Trust's Annual Report and Accounts in relation to the financial aspects. (Risk element – A&R).	P R
	Recommend the financial scheme of delegation.	R

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	Maintain financial scrutiny and oversight on behalf of the Board.	A M
	Recommend the annual balanced budget for the Trust and recommend any significant changes to that budget.	R
	Monitor management accounts including income, expenditure, cash flow, balance sheet of the Trust and variances.	M
	Support the Board in maintaining the Trust as a going concern.	A
	Recommend a delegated budget for each Academy.	R
	Approve draft budgets and reforecasts for the Academies.	A
	Monitor financial controls to ascertain that proper controls are in place.	M
	Monitor compliance across the Trust with the financial and accounting requirements detailed within the Funding Agreements, PDET's Financial Regulations Manual and the ATH.	M
	Recommend the extent of services provided to each Academy by the Trust and how the costs should be allocated, apportioned or retained.	R
	Contracts	
	Recommend the delegated levels of authority for contracts.	R
	Recommend contracts with a value above £100,000.	R
	Approve contracts with a value in excess of £50,000 but less than £100,000.	A
	Review and recommend any contracts which constitute related party transactions.	Rev R
	Information Management and Communication	
	Monitor practice and procedures in relation to data protection to ascertain compliance with data protection legislation and requirements.	M
	Monitor the Trust's website and ensure it contains the necessary statutory information.	M
	Estate / Premises	
	Recommend a buildings strategy and asset management planning arrangements to the Board.	R
	Recommend insurance arrangements to the Board.	R
	Risk	
	Monitor risk management in relation to matters relevant to B&F and report to A&R.	M

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		A
	Determine the Trust's Business Continuity Plan.	D
	Policies	
	<p>Determine the following policies and any other policies required by the ATH:</p> <ul style="list-style-type: none"> • Acceptance of gifts, hospitality, awards, prizes or benefits • Anti-Bribery & corruption / fraud • Appropriate Policy Document (for processing of special category data) • Data Protection • Financial Appeals • Financial Regulations Manual • IT and IT related policies and procedures (including Cyber Response Plan, Information Security, Acceptable Use and BYOD) • LGPS Discretionary Policy • Protection of Biometric Information of Children (if required). <p>Review and recommend to the Board for approval</p> <ul style="list-style-type: none"> • Accounting (Scheme of Financial Delegation) • Investment • Procurement and Competitive Tendering • Reserves 	D
		Rev & R
Audit and Risk Committee (A&R)	Ethos	
	Monitor that the Trust's Christian ethos is considered and reflected in audit and risk challenges and decisions.	M
	External audit	
	Recommend external auditors.	R
	Advise the Board on ensuring there is an appropriate, reasonable and timely response by the CET to findings by external auditors, taking opportunities to strengthen systems of financial management and control.	A
	Review the external auditor's plan each year.	Rev
	Review the annual report and accounts.	Rev

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	Review the auditor's findings and actions taken by the CET in response to those findings.	Rev
	Assess the effectiveness and resources of the external auditor to provide a basis for decisions by the Members about the auditor's reappointment or dismissal or retendering.	A
	Produce an annual report of the committee's conclusions to advise the Board and Members, including recommendations on the reappointment or dismissal or retendering of the external auditor, and their remuneration.	A R
	Internal scrutiny	
	Recommend internal auditors.	R
	Direct the Trust's programme of internal scrutiny and advise the Board on ensuring there is an appropriate, reasonable and timely response by the CET to findings.	A
	Ensure risks are being addressed appropriately through internal scrutiny.	A
	Agree a programme of work annually to deliver internal scrutiny that provides coverage across the year.	D
	Review the ratings and responses on the risk register to inform the programme of work, ensuring checks are modified as appropriate each year.	Rev
	Agree who will perform the work.	D
	Consider reports at each meeting from those carrying out the programme of work.	A
	Consider progress in addressing recommendations.	A
	Consider outputs from other assurance activities by third parties including ESFA financial management and governance reviews, funding audits and investigations.	A
	Consider the quality of the external auditor as well as those carrying out internal scrutiny.	A
	Oversee the financial and non-financial controls and risks at the Academies, including ensuring that information submitted to DfE and ESFA that affects funding, including pupil number returns and funding claims (for both revenue and capital grants) completed by the Trust and the Academies, is accurate and in compliance with funding criteria.	M A
	Report to the Board on the adequacy of the Trust's internal control framework, including financial and non-financial controls and management of risks.	A
	Risk	
	Monitor complaints across the Trust.	M
	Determine a Trust Risk Management Policy.	D
	Monitor risk and mitigation associated with any pandemic.	M

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	Policies	
	Determine a Trust Whistleblowing Policy.	D

People and Pay Committee (P&P)	Ethos	
	Monitor that the Trust's Christian ethos is considered and reflected in staffing and pay challenges and decisions.	M
	Staffing	
	Recommend any overarching management structures across the Trust and the budget for them.	R
	Monitor the delivery of the Trust's strategic priority in relation to people.	M
	Determine the Trust pay strategy (including executive pay).	D
	Approve increases in pay for Senior Leaders (including EHTs HTs and HOS) in the Academies.	A
	Approve staff being moved to the upper pay scale.	A
	Monitor compliance with national and local changes to pay and terms and conditions.	M
	Monitor the Trust gender pay strategy.	M
	Determine, on recommendation from the CET, job descriptions for staff within the Trust.	D
	Determine, on recommendation from the CET, performance management processes and awards.	D
	Approve the termination of contracts involving any form of financial settlement in accordance with the Academy Trust Handbook.	A
	Monitor to ensure a consistent approach in terms of HR and the treatment of employees across the Trust.	M
	Seek approval of the Board/B&F, as appropriate, in relation to any decisions that have direct financial consequences and/or budget implications.	A
	Risk	
	Monitor employment law risks and report on the same to A&R.	M
	Monitor risk management in relation to any other matters relevant to P&P and report to A&R.	M

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	Policies	
	<p>Determine the following policies:</p> <ul style="list-style-type: none"> • Capability • Early Career Teachers • Pay • Staff Code of Conduct • Staff Discipline • Staff Grievance 	D

Central Executive Team (CET)	Governance	
	Propose to the GNC Trust governance structures.	P
	Implement the Trust's governance structures.	A
	Propose to the GNC; Directors' Roles and Responsibilities, Terms of Reference, Board Remit and Scheme of Delegation for the Board.	P
	Propose to the GNC the constitution and Terms of Reference for Board Committees and AGCs.	P
	Propose to the GNC this Roles and Functions overview.	P
	Monitor implementation of the Scheme of Delegation from the Board to AGCs.	M
	Monitor the performance of AGCs and keep the GNC informed.	M
	Arrange for/undertake governance reviews of AGCs, if required, and report on outcomes to the GNC.	A
	Propose to the GNC a Governance Intervention Strategy, if required.	P
	Propose to the GNC governors for appointment to/removal from AGCs.	P
	Keep Academies appraised of the Trust's vision and monitor their visions to ensure they reflect this.	A
	Implement the Trust's strategy and take a leading role in the leadership of the Trust.	A
	Hold the Academies to account for their strategic direction.	H2A
	Train/facilitate the training of governors and Directors and prepare guidance and model documents for AGCs.	A
	Finance	
	Propose the Trust's annual report and accounts.	P
	Propose a financial scheme of delegation.	P

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	Propose an annual budget for the Trust and any significant changes to that budget.	P
	Produce management accounts and report on income, expenditure, cash flow and balance sheet of the Trust.	A
	Propose a delegated budget for each Academy.	P
	Present draft budgets and reforecasts for the Academies.	A
	Submit the final budgets to the ESFA.	A
	Implement proper and appropriate financial controls across the Trust.	A
	Liaise with the Academies in relation to maintenance of proper and appropriate accounting records.	A
	Hold Academies to account for their finances and for compliance with the financial and accounting requirements detailed within the Funding Agreements, the ATH and PDET's Financial Regulations Manual.	H2A
	Propose the extent of the services to be provided to each Academy by the Trust and how the costs should be allocated, apportioned or retained.	P
	Contracts	
	Propose the delegated levels of authority for contracts.	P
	Propose contracts with a value above £50,000.	P
	Be involved in the tendering process for contracts of £50,000 and above.	A
	Propose any contracts which constitute related party transactions.	P
	Curriculum and Standards	
	Propose Trust-wide curriculum principles.	P
	Propose the principles of high-quality teaching.	P
	Implement a Trust-wide remote learning provision.	A
	Hold Academies to account for the intent, implementation, and impact of the curriculum.	H2A
	Hold Academies to account for standards and provide a Termly report on standards (including attendance and exclusions) across the Trust to EC and Directors.	H2A
	Hold Academies to account for pupil performance (including in relation to identified groups).	H2A
	Provide data and information on a Termly basis in relation to pupil performance (including in relation to identified groups) to EC and Directors.	A

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	SEND	
	Propose a SEN information report.	P
	Safeguarding	
	Arrange safeguarding validations / reviews of Academies.	A
	Report regularly (minimum 3 times per year) to the Board on safeguarding across the Trust.	A
	Promote a robust safeguarding culture throughout the Trust.	A
	Behaviour	
	Liaise with the Academies regarding inclusion suspensions and permanent exclusions; approve any permanent exclusions and, monitor inclusion, suspensions, and exclusions generally and report to the Board and EC in relation to the same.	A M
	Admissions	
	Advise and assist the Academies in relation to all admission issues and appeals.	A
	Recommend individual Academies admission arrangements to the GNC.	R
	Other Pupil-Related Matters	
	Monitor and review pupil attendance across the Trust and in individual Academies and report on the same to EC.	M REV
	Pupil Premium and Pupil Premium Plus– monitor the use of Pupil Premium and Pupil Premium Plus and its impact across the Trust and in individual Academies and report on the same to EC and to Directors.	M A
	Complaints	
	Determine a Trust Complaints Policy.	D
	Assist Academies in handling complaints.	A
	Provide an overview on complaints across the Trust to the Board and A&R.	A
	Staffing	
	Propose any overarching management structures across the Trust and the budget for them.	P
	Recommend to P&P pay increases for Senior Leaders in the academies (including EHTs, HTs and HOS).	R
	Recommend to P&P staff in the Academies being moved to the upper pay scale.	R
	Appoint, suspend and dismiss EHTs, HTs and HOS.	A

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	Propose the termination of contracts involving any form of financial settlement.	P
	Undertake the performance management of EHTs, HTs and HOS, where appropriate, and monitor the performance management process of other staff in the Academies.	A
	Information Management and Communication	
	Hold Academies to account for the implementation of data protection policies and procedures.	H2A
	Arrange for GDPR audits.	A
	Provide advice and assistance to Academies in relation to data protection matters.	A
	Respond to FOI requests.	A
	Report matters to the DPO.	A
	Liaise with the DPO in relation to SARs and data breaches.	A
	Arrange reports from the DPO to the Board via B&F on data breaches and recommended actions.	A
	Estates/Premises	
	Propose, implement and maintain a buildings strategy and asset management plans for the Trust.	P A
	Propose insurance arrangements.	P
	Health and Safety	
	Monitor health & safety across the Trust and report to the Board on health & safety.	M A
	Risk	
	Manage risk across the Trust.	A
	Maintain a Trust risk register and ensure individual Academies maintain their own risk registers.	A
	Report regularly (minimum 3 times per year) to the Board on risk and report to A&R.	A
	Propose the Trust's Business Continuity Plan.	P
	Policies	
	Propose to the relevant Committee/the Board, as appropriate, the following Policies and any other policies required by the ATH:	P
	<ul style="list-style-type: none"> Acceptance of gifts, hospitality, awards, prizes or benefits 	

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	<ul style="list-style-type: none"> Accounting (Scheme of Financial Delegation) Admissions Anti-Bribery & corruption/fraud Appropriate Policy Document (for processing of special category data) Behaviour principles British Values and the Prevention of Radicalisation and Extremism Business Continuity Capability Children with Health Needs who Cannot Attend School Conflicts of Interest Policy (incorporating requirements as to declarations of personal and business interest) Data Protection Early Career Teachers Equalities Information and Objectives Statement Financial Appeals Financial Regulations Manual Health and Safety (including first aid) Investment IT and IT related policies and procedures (including Cyber Response Plan, Information Security, Acceptable Use and BYOD) LGPS Discretionary Pay Protection of Biometric information of children (if required) Procurement and Competitive Tendering Religious Education Reserves Relationships Sex and Health Education Risk Management Safeguarding / Child Protection SEND and SEN report Staff Code of Conduct 	
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	<ul style="list-style-type: none"> • Staff Discipline • Staff Grievance • Supporting Pupils with Medical Conditions • Whistleblowing 	
	<p>Determine the following policies:</p> <ul style="list-style-type: none"> • Accessibility plan • Allegations (of abuse against staff) • Attendance • Behaviour • Charging and remissions • Collective Worship • Complaints 	D
	<ul style="list-style-type: none"> • Credit Card • Debt Recovery • Directors' and Governors' Allowances • Exclusions and Suspensions • Expenses (Travel and subsistence) • EYFS if not incorporated in other policies • Flexi-Schooling • Freedom of Information • HR suite of policies (other than those determined by P&P) • Lettings • Physical Intervention • Premises Management • Privacy Notices • Publish Trust level information on PDET website with links to schools as appropriate • Purchasing (Credit card) • Records Retention • Remote Learning 	

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	<ul style="list-style-type: none"> • Risk Assessment • Single Central Record (for PDET Central Team and Trust) • Use of pupil images. 	
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Academy Governance Committees (AGCs)	Governance	
	Propose to the CET, governors for appointment / re-appointment.	P
	Propose to the CET, removal of governors.	P
	Undertake necessary and appropriate training.	A
	Monitor and support the Academy in pursuance of the Trust's vision.	M A
	Agree the vision and values for the Academy, in partnership with the Academy community.	D
	Monitor and support the Academy in living out its individual vision and values (including British Values).	M A
	Review (in partnership with the Headteacher/Executive Head/Head of School, as appropriate) and approve the appendix to <i>Trust Tailored Policies</i> .	Rev D
	Review (in partnership with the Headteacher/Executive Head/Head of School, as appropriate) and approve Academy <i>Policies</i> .	Rev D
	Report to the CET on the Trust report form following each AGC meeting and report on an annual basis to the GNC on the impact of the AGC.	A
	Finance	
	Maintain a register of relevant personal and business interests.	A
	Curriculum and Standards	
	Monitor implementation of the requirements of the SIAMS Framework.	M
	Monitor Collective Worship.	M
	Monitor RE.	M
	Establish, maintain, and develop a relationship with the local Church.	A

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	Monitor the application of the Academy's Equalities Statement and ensure that equality information and objectives are published and communicated.	M A
	SEND	
	Support the Academy in producing and publishing the SEN Information Report.	A
	Monitor the Academy's SEND provision for pupils and provision for any staff with disabilities.	M
	Safeguarding	
	Monitor safeguarding generally utilising the Trust's Governors Safeguarding Monitoring form.	M
	Monitor implementation of safeguarding action plans.	M
	Support the promotion of a robust safeguarding culture in the Academy and the implementation of Safer Recruitment practices in relation to recruiting staff and governors.	A
	Exclusions	
	Support the Academy by providing a panel for exclusions.	A
	Admissions	
	Propose changes to the Academy's admission arrangements in line with the Trust's Admission Policy.	P
	Undertake consultation on any proposed changes to the Academy's admission arrangements.	A
	Monitor publication of admission arrangements.	M
	Determine admissions and rank applicants.	D
	Arrange appeals using the Diocesan appeals service.	A
	Other Pupil-Related Matters	
	Monitor the Academy's use of the Sports Premium and its impact.	M
	Monitor the wellbeing of pupils, particularly in relation to mental health.	M
	Complaints	
	Support the Academy by undertaking investigations and providing an appeal panel in line with the Complaints Policy.	A
	Support the Academy in reconciliation, where appropriate.	A

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	Parents/Carers and the community	
	Monitor the Academy 'living out' its vision and values in relation to pupils and parents / carers experience and, in particular, in relation to the following groups – SEND; Disadvantaged (including Pupil Premium and Pupil Premium plus, Looked After and previously Looked After children); and pupils with medical needs.	M
	Establish, develop, and maintain a relationship with the local community and parents / carers.	A
	Staffing	
	Support the Academy leadership and CET in relation to recruitment of staff at levels below Headteacher and Senior Leadership.	A
	Support the Headteacher / Executive Head / Head of School, as appropriate, as a critical friend (Chair's role in particular).	A
	Monitor the wellbeing of staff.	M
	Information Management and Communication	
	Monitor the implementation of GDPR action plans.	M
	Health and Safety and Premises	
	Help monitor the health and safety and security of the Academy site (including the premises and equipment).	M
	Support the Academy in ensuring that the premises are maintained in good repair.	A
	Risk	
	Identify Academy contextual risks in conjunction with the Headteacher/Executive Head/Head of School, as appropriate.	A
	Prepare, in conjunction with the Headteacher/Executive Head/Head of School, as appropriate, and regularly monitor the Academy Risk Register.	A M
	Report 'notifiable' risks to the CET.	A

Headteachers (Executive Heads / Heads of School, as appropriate)	Governance	
	Support and work with the AGC in fulfilling its role.	A
	Ensure the Academy pursues the Trust's vision.	A
	Propose, working with the AGC, a vision and values for the Academy and subsequently, in partnership with the Academy community, agree a vision and values for the Academy.	P D
	Lead the Academy in living out its individual vision and values.	A

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	Implement <i>Trust policies</i> in the Academy.	A
	Keep the Academy's website and the information about the Academy on GIAS, compliant and up to date.	A
	Finance	
	Submit a draft budget for the Academy to the CET, when required.	A
	Ensure that the Academy maintains proper and appropriate accounting records.	A
	Comply with the financial and accounting requirements detailed within the Funding Agreements, the ATH and PDET's Financial Regulations Manual.	A
	Contracts	
	Procure all contracts in accordance with the Trust's Procurement and Competitive Tendering Policy and submit the same to the CET for signature.	A
	Curriculum and Standards	
	Drive improvements in standards (including attendance) and pupil performance (including in relation to identified groups) at the Academy and be accountable to the CET for the same.	A
	Implement the Trust-wide principles in relation to the curriculum and high-quality teaching.	A
	Prepare, on an annual basis, an Academy Improvement Plan (AIP) incorporating Trust wide improvement areas, as indicated by the CET, in addition to Academy specific areas for approval by the Academy Improvement Officer (AIO).	A
	Provide a termly report (using the Trust's <i>AGC Overview</i> form) for information to the AGC on standards (including attendance) and pupil performance (including identified groups) at the Academy.	A
	Provide data and information to the CET via Arbor.	A
	Foster, confidence, delight, and discipline in seeking wisdom, knowledge, truth, understanding, know-how and the skills needed to shape life well for all pupils in the Academy.	A
	Ensure the educational experience for all pupils embraces the relevant parts of the Education Inspection Framework, e.g. enrichment and cultural capital, the Trust's vision, the Academy's vision and values (including British Values).	A
	Implement the requirements of the SIAMS Framework.	A
	Ensure Collective Worship is carried out in accordance with the Collective Worship Policy.	A
	Implement the RE Policy.	A
	Establish, maintain, and develop a relationship with the local Church in partnership with the AGC.	A
	Establish Equality Objectives and Implement the Academy's Equalities Statement.	A

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	SEND	
	Implement the provisions of and ensure compliance with; the SEND Code of Practice; the SEND Policy; the Accessibility Plan; and the Supporting Pupils with Medical Conditions Policy.	A
	Produce and publish the SEN Information Report.	A
	Ensure a high-quality provision for pupils with SEND and staff with disabilities.	A
	Safeguarding	
	Implement the provisions of, and ensure compliance with; the Safeguarding Policy, Allegations Policy, Staff Code of Conduct, British Values and the Prevention of Radicalisation and Extremism Policy (and other policies relating to safeguarding) and the latest edition of <i>Keeping Children Safe in Education</i> .	A
	Annually carry out self-evaluation utilising the Trust's form for self-evaluation and submit the results to the CET.	A
	Prepare and implement safeguarding action plans.	A
	Promote a robust safeguarding culture in the Academy and implement Safer Recruitment practices in relation to recruiting staff and governors.	A
	Ensure the Single Central Record for the Academy is maintained and up to date and checked by the Headteacher at least once per term.	A
	Behaviour	
	Promote an inclusive culture at the Academy.	A
	Implement the Trust Behaviour Policy, having tailored the appendix to reflect the Academy.	A
	Seek support, guidance, and approval from the CET in considering any permanent exclusions.	A
	Admissions	
	Annually propose, in partnership with the AGC, admission arrangements for the Academy based on the Trust-wide Admission Policy.	P
	Undertake consultation, in partnership with the AGC, in relation to any proposed changes to the Admission Policy.	A
	Liaise with the local authority in relation to admissions (but all admissions decisions to be made by the AGC).	A
	Prepare and present a Statement of Case for the Academy in relation to any appeals.	A
	Keep a register of pupils' admission to the Academy and attendance.	A
	Other Pupil-Related Matters	
	Improve pupil attendance at the Academy.	A

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	Ensure Pupil Premium and Pupil Premium Plus monies are effectively spent to improve outcomes for these pupils.	A
	Complaints	
	Endeavour to settle any possible / actual complaints before reaching the formal stage.	A
	Provide to the CET and AGC, on a termly basis, an overview of complaints received by the Academy and their status.	A
	Staffing	
	Propose a staffing structure for the Academy and present it to the CET for approval.	P
	Notify vacancies and recruit and appoint staff, in accordance with the Trust's HR Policies and Safeguarding Policy (in particular, the Safer Recruitment provisions), the agreed staffing structure for the Academy and the CET's recruitment procedures.	A
	Implement the Trust's pay strategy.	A
	Agree pay revisions for all staff (except for Senior Leaders and any staff being moved to the upper pay scale), as appropriate, in accordance with the Trust's Pay Policy.	A
	Propose to the CET pay increases for HOS.	P
	Propose to the CET, following an appropriate staff application, movement to the upper pay scale.	P
	Suspend and dismiss staff (other than the HOS) in accordance with the Trust's HR Policies and working in conjunction with the Trust's Head of HR.	A
	Propose to the CET the termination of contracts involving any form of financial settlement.	P
	Implement redundancies, where necessary, in accordance with the Trust's Redundancy Policy and working in conjunction with the Trust's Head of HR.	A
	Undertake the performance management of all staff apart from the HOS, if appropriate.	A
	Information Management and Communications	
	Implement the Trust's data protection policies and procedures.	A
	Implement actions from GDPR audits.	A
	Report potential and actual data breaches to the DPO and liaise with the DPO in connection with the same.	A
	Inform the DPO of SARs and liaise with the DPO in relation to the same.	A
	Publish academy information on the Academy website.	A
	Health and Safety	
	Ensure the health and safety and security of the Academy site (including the premises and equipment).	A

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	Ensure that the Academy premises are maintained in good repair and any actions from site condition surveys are implemented.	A
	Ensure that reasonable adjustments are in place for the disabled (Accessibility planning).	A
	Risk	
	Minimise and manage risk at the Academy.	A
	Carry out appropriate risk assessments and implement the actions.	A
	Identify Academy contextual risks, prepare and regularly monitor the Academy risk register, in partnership with the AGC.	A
		M
	Policies	
	<ul style="list-style-type: none"> Propose the appendix to <i>Trust Tailored Policies</i> to the AGC and review (in partnership with the AGC) such appendices and subsequently implement the policy. Propose <i>Academy Policies</i> to the AGC and review (in partnership with the AGC) such policies and subsequently implement them. 	<p>P</p> <p>A</p>