

	Governance Function	Members	Trust Board	Local gov. bodies	Finance & ops committee	People & pay committee	Remuneration committee	Trust Leader	CFOO	Headteacher/ principal/ exec head/ head of school	Notes
1. Culture and Engagement	Setting trust culture		✓					D	D	C	
	Fostering trust culture		M					✓	D		
	Fostering EDI		M					✓	D	D	
	Building a diverse board		✓								
	Stakeholder and local governing body engagement strategy			✓						✓	
	Effective parent voice and community engagement			✓						✓	
	Escalating local issues to the board of trustees			✓						✓	
	Setting expectations for trustee conduct		✓								
	Strategic oversight of staff wellbeing and working conditions		✓			M		D	D	D	
2. Compliance and Safeguarding	Ensuring compliance with DfE requirements		M					✓	✓	C	Accounting Officer
	Ensure trust operates within its charitable objects		✓					D	C		
	Review and report on public benefit		✓					D	C		
	Holds ultimate legal accountability for safeguarding and child protection compliance across all school		M	M							
	Strategic oversight of safeguarding compliance (KCSIE) - local/school level			M							
	Strategic oversight of SEND compliance		M	M				D		D	
	Managing conflicts of interest and related party transactions		M		M			✓	✓	I	
	Appoint Data Protection Officer (DPO)		✓		D						
	Cyber security strategy and risk oversight				M						
	Ensure statutory website compliance (trust and schools' sites)				M						
3. Governance of the Trust	Appoints a Lead Safeguarding Trustee, and ensures robust, independent safeguarding audits are conducted regularly across the Trust		✓								
	Appoints a named Safeguarding Governor, regularly reviews localised safeguarding data, ensures the Single Central Record (SCR) is compliant, and holds the Headteacher to account for local safeguarding arrangements			✓							
	Review and agree the Articles of Association	✓	D					I		I	
	Establish and review annually the governance structure and schedule of business for the Trust		✓					C			
	Establish/disband committees		✓					C			
	Review and agree annually the Terms of Reference and Scheme of Delegation		✓	I				C	C	I	
	Ensuring finance skill set on board		✓		C			C	C		
	Complete a self-review annually		✓	C	C			I		C	
	Evaluating governance regularly (self-review and external reviews)	M	✓					I			Recommended
	Appointment/removal of Members	✓									
	Appointment/removal of Member Appointed Trustees	✓	I					I			
	Appointment of Co-opted Trustees	✓	✓					I			
	Appoint/remove Board Chair and Vice Chair		✓								
	Appoint/remove Governors		✓	✓				I		C	
	Appoint/remove Board Committee Chairs		✓								
	Appoint/remove Board Committee members		✓								
	Nominating Careers lead governor			✓							
	Nominating SEND governor			✓							
	Nominating safeguarding governor			✓							
	Nominating health & safety governor			✓							
	Appoint Link Trustees (SEND, Safeguarding, Health and Safety)		✓								
	Appoint/remove Committee Chairs (LGB chair, as a committee of the board)		I	✓						C	
	Ensure governance professional/clerk in position		✓					D	C		
4. Strategy	Approve trust vision and 3-year strategic plan		✓	I				D	D	C	
	Approve annual Trust Improvement Plan		✓	I				D	D	C	
	Approve expansion of the trust	I	✓					D	D		
	Approve closure or removal of schools		✓					D	D	I	
	Strategic decisions about trust size and structure		✓					D	D		
	Approve sustainability and climate strategy		✓					D	C	C	
	Agree 3-year budget plan		✓		D			D	D	D	See GAG Pooling & Reserves Policy
	Monitor estates strategy		✓		D			C	D		School estate management standards - GOV.UK

Symbol Meaning		
✓	Decides/Approves	Final decision-making authority at this level
D	Develops and Recommends	Develops proposals and recommends to decision maker
M	Monitors	Oversees implementation and holds to account
C	Consulted	Provides input before decision is made
I	Informed	Notified after decision is made

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5. Exec leadership	Performance management of CEO		✓								Chair undertakes
	Appoint an Accounting Officer	I	✓								
	Appoint/dismiss Chief Executive Officer	I	✓								
	Appoint/dismiss Chief Finance and Operations Officer	I	✓					D			
	Appoint/dismiss Headteachers		✓	C				D			Board approval. For church schools, Diocese to be consulted
	Agree Trust-wide staffing structure		✓		D			D	D		
	Appointments within the Trust staffing structure		M		M			C	C	✓	
	Appointments outside the Trust staffing structure		M		M			✓	✓	D	
	Setting pay levels, including executive pay		✓			D		M	C		Pay and exec pay policy
	Setting CEO pay range and starting salary		✓		C						
	Annual review and approval of CEO pay		✓				M				
	Review of Headteacher pay ranges		✓		C			D	D	I	
	Scrutinise exceptions to automatic pay progression		I		C	✓		D	D		
	Review and agree workforce development procedure and pay progression		I		C	✓		D	D		
	Setting approach to appraisal and performance management		I			✓		D	D	I	
6. Accountability - educational performance	Educational performance accountability - Trust	M	✓					D			
	Monitor trust-wide educational performance and outcomes		M					✓		C	
	Monitor impact of additional funding streams (Pupil Premium, PE and Sports Premium)		M	M				D	M	D	
	Monitor progress towards Trust Improvement Plan		M					✓		C	
	Monitor educational performance and outcomes at school level		I	✓				C		D	
	Monitor progress towards School Improvement Plan		I	M				C		✓	
	Strategic oversight of inspection preparedness		C	C				✓		D	
	Strategic oversight of serious incidents		M	I				✓	C	C	
	Monitor implementation and impact of local curriculum		I	M						D	
	Ensure statutory provision of RE and collective worship if applicable		I	M						D	
	Receive external auditors' report		✓		M			C	C		
7. Accountability - financial	Overseeing financial performance		✓		D						
	Agree annual budget (Trust)		✓		D			C	D	C	
	Monitor trust-wide budget performance		M		✓			✓	✓	C	
	Approve finance policies (charging and remission, investment, procurement)		✓		D			D	D		
	Establish, maintain and review Risk Register		✓		D						
	Agree internal auditing arrangements		✓		M			C	D		
	Establishing controls framework including internal audit		M		✓			C	D		
	Appointment of external auditors	✓	D		M			C	D		
8. Reporting & transparency	Ensuring transparency of information		✓					D	C		
	Ensure governance transparency requirements are met		M					✓	C	C	
	Submit to Members and publish annual report on performance of the Trust	✓	D					D	D		
	Submit to Members annual self-review and periodic external reviews of Board and committee effectiveness	✓	D					I			
9. Policies & procedures	Approves the overarching Trust Safeguarding Policy and a model policy for schools to adopt		✓								
	Monitoring and scrutinising the local implementation of the Safeguarding Policy			✓							
	Approve health and safety policies and estates management strategy		✓		D			D	C	C	
	Approve business continuity and crisis management plans		✓		D			D	C		
	Determine trust-wide policies which reflect the Trust's ethos and values (as per policy schedule)		✓					D	C	C	
	Approve changes to existing models or new local/school-specific policies, as per policy schedule			✓						D	
	Approve trust-wide policies as per policy schedule		✓		D			D	C	C	
	Ensuring strategic oversight and accountability		✓					D			
ory pupil & parent matters	Scheme of financial degated authority - SODFA (included within finance policy)		✓		D			C	D		
	Determine and publish schools' Admissions Policy			D						✓	
	Admissions appeals panel			✓						C	
	Suspend or permanently exclude a pupil			✓						D	
	Review permanent exclusions (disciplinary committee)			✓							

Symbol Meaning	
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10. Statute	Manage complaints at stage 2 (school level)									✓	
	Manage complaints at stage 3 (governor complaints committee, school level)			✓						I	

Symbol Meaning	



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Symbol Meaning	



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Symbol Meaning	

