



**United Learning**  
The best in everyone™

## **Scheme of Delegation – Roles and Responsibilities of Governance**

The scheme of delegation outlines the different areas of responsibilities for: Trustees; Senior Executives and Central Office; Partnership Board (PB); Local Governing Body (LGB); Executive Headteacher and Headteacher. It has been divided into sub areas in which the responsibilities of each group are shown. Governance should be, at all times, in line with the strategies of the Group Board.

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## 1. Governance

Trustees -	Senior Executives and Central Office -	Partnership Board -	Local Governing Body -	Executive Headteacher -	Executive Headteacher/Headteacher -
<ul style="list-style-type: none"> <li>● are legally responsible for the charities, schools and their governance</li> <li>● are responsible for the Board's own processes in line with the legal requirements as set down in the Articles of Association and, for academies, the Master Funding Agreement</li> <li>● have legal responsibility for statutory compliance</li> <li>● delegate certain responsibilities to the LGBs and to senior executives</li> <li>● are responsible for succession planning and the recruitment of the Charity Chairs, Board Members and LGB Chairs to ensure an appropriate balance of skills and effectiveness</li> <li>● are responsible for ensuring that Trustees have the right level of training</li> <li>● are responsible for new Trustee induction</li> <li>● are responsible for evaluating their own processes and effectiveness</li> <li>● are responsible and accountable for evaluating the performance and effectiveness of LGBs</li> <li>● are responsible for declaring any business interests</li> </ul>	<ul style="list-style-type: none"> <li>● act on behalf of the Boards to enable them to discharge their duties in relation to statutory compliance and the performance of schools</li> <li>● support the Boards and LGBs with their training and new Trustee/LGB member induction</li> <li>● provide the Boards and LGBs with advice and guidance to help them improve and evaluate their processes and effectiveness</li> <li>● make recommendations to the Trustees on local governance model(s)</li> <li>● provide administrative support for the Boards</li> <li>● review the independence and professionalism of clerking to ensure that LGBs have a high quality clerking service to drive improved governance</li> <li>● support the Charity Boards in evaluating the performance and effectiveness of LGBs</li> </ul>	<ul style="list-style-type: none"> <li>● is responsible for succession planning and the recruitment of PB members to ensure an appropriate balance of skills and effectiveness</li> <li>● recommends to UL the appointment of LGB Chairs in conjunction with the LGB</li> <li>● contributes to LGB training and induction</li> <li>● is responsible for maintaining its register of business interests</li> <li>● is able to establish advisory working groups to investigate specific local issues across all cluster schools</li> <li>● has an advisory function in relation to UL's overall systems</li> <li>● Determination of 'policy' regarding intra cluster support and how to realise the principles behind "better together"</li> </ul>	<ul style="list-style-type: none"> <li>● is responsible for its own processes in line with the legal requirements as set down in the Articles of Association and, for academies, the Master Funding Agreement</li> <li>● is responsible for succession planning and the recruitment of LGB members to ensure an appropriate balance of skills and effectiveness</li> <li>● contributes to the recruitment of the LGB Chair</li> <li>● is responsible for ensuring that members have the right level of training</li> <li>● is responsible for new LGB member induction</li> <li>● is responsible for evaluating its own processes and effectiveness</li> <li>● is responsible for maintaining its register of business interests</li> <li>● members are responsible for declaring any business interests they have in relation to the school</li> </ul>	<ul style="list-style-type: none"> <li>● "first amongst equals" coordinating the work of the CAP schools and working with the PB to ensure that the schools within the partnership bring out "the best in everyone"</li> </ul>	<ul style="list-style-type: none"> <li>● is responsible for securing provision of administrative support and, in consultation with the Company Secretary, independent and professional clerking for the LGB.</li> <li>● Is responsible for ensuring the Education Information Portal (EIP) is kept up to date with governance information</li> <li>● Is responsible for ensuring the DfE's GIAS database is kept up to date with required governance information</li> </ul>

## 2. Strategy

Trustees -	Senior Executives and Central Office	Partnership Board -	Local Governing Body -	Executive Headteacher -	Executive Headteacher/ Headteacher -
<ul style="list-style-type: none"> <li>• Develop, in conjunction with Senior Executives and Central Office, review and agree the overall vision, strategy and long term objectives for United Learning.</li> <li>• approve key performance indicators against which to monitor implementation of strategy and long term objectives</li> </ul>	<ul style="list-style-type: none"> <li>• Develop strategies and proposals for consideration by the Trustees</li> <li>• are responsible for implementing the Boards' strategy</li> <li>• develop and monitor key performance indicators against the strategy and long term objectives</li> <li>• provide professional support and challenge to schools in developing and implementing their strategic plan.</li> </ul>	<ul style="list-style-type: none"> <li>• ensures clarity of vision, ethos and strategic direction of the CAP Cluster, which will be complementary to the UL vision, ethos and strategic direction</li> </ul>	<ul style="list-style-type: none"> <li>• is responsible for overseeing the implementation of the Boards' strategy as it applies to the school</li> <li>• (with Headteacher) is responsible for developing the school's 5 year Strategic Plan</li> <li>• (with Headteacher) oversees the development and regular updating of the school's Development / Improvement Plan, based on accurate self evaluation</li> </ul>	<ul style="list-style-type: none"> <li>• develops the LLP Strategic Plan</li> <li>• Chairing the Executive Board and thereby coordinating the work of the Headteachers and Business Manager to deliver the vision and objectives of the Partnership</li> </ul>	<ul style="list-style-type: none"> <li>• (with LGB) is responsible for developing the school's long term Strategic Plan</li> <li>• (with LGB) is responsible for developing the school's annual Development / Improvement Plan, based on accurate self evaluation</li> <li>• is responsible for implementing the 5 Year Strategic Plan and the Development /Improvement Plan.</li> </ul>

### 3. School Improvement

Trustees -	Senior Executives and Central Office -	Partnership Board -	Local Governing Body -	Executive Headteacher -	Executive Headteacher/Headteacher -
<ul style="list-style-type: none"> <li>● create robust accountability, oversight and assurance for educational performance</li> <li>● holding executive leaders to account for the educational performance of United Learning and its pupils, and the performance management of staff</li> <li>● accountable for the attainment and progress of disadvantaged pupils who attract the pupil premium, catch up and other targeted payments.</li> </ul>	<ul style="list-style-type: none"> <li>● provide professional support and challenge to schools to support improvement and high academic standards</li> <li>● set annual performance targets for schools relating to academic performance</li> <li>● report to Trustees on schools' performance against targets</li> <li>● are responsible for monitoring the school's performance</li> <li>● are responsible for monitoring the school's response to the recommendations of its last inspection</li> <li>● are responsible for monitoring pupils' progress and attainment</li> <li>● are responsible for monitoring progress and attainment of different groups of pupils (including but not limited to pupil premium and others facing financial disadvantage, special educational needs and disability, looked after children, different ethnic groups with English as an Additional Language, most able pupils, differing ability cohorts).</li> </ul>	<ul style="list-style-type: none"> <li>● facilitates cooperation over shared services and specific areas of challenge that affect more than one school – eg SEND and Alternative Provision</li> <li>● monitor objectives/KPIs linked to shared cluster services and collaboration</li> </ul>	<ul style="list-style-type: none"> <li>● is responsible for supporting the school in its self-evaluation of significant strengths and weaknesses</li> <li>● is responsible for knowing, understanding and challenging the school's response to the recommendations of its last inspection</li> <li>● is responsible for knowing, understanding and challenging pupils' overall progress and attainment</li> <li>● is responsible for knowing, understanding and challenging progress and attainment of different groups of pupils (including but not limited to pupil premium and others facing financial disadvantage, special educational needs and disability, looked after children, different ethnic groups with English as an Additional Language, most able pupils, differing ability cohorts).</li> <li>● Is responsible for knowing, understanding and challenging the provisions that are in place to support pupils' progress and attainment (and the progress and attainment of specific groups), and for knowing and understanding the impact of those provisions.</li> </ul>	<ul style="list-style-type: none"> <li>● takes interim responsibility for another CAP school when required</li> </ul>	<ul style="list-style-type: none"> <li>● in conjunction with the LGB, is responsible for the accurate self-evaluation of the school, its strengths and weaknesses and for implementing a plan of action to improve and develop based on the evaluation</li> <li>● has a detailed understanding of pupils' attainment and progress (and the attainment and progress of specific groups), underpinned by sound evidence (including at individual pupil level)</li> <li>● ensures appropriate action is taken in a timely, consistent and strategic way to address areas of weakness and improve academic performance, drawing on the best available evidence and monitoring impact.</li> </ul>

#### 4. Quality of Teaching

Trustees -	Senior Executives and Central Office -	Partnership Board -	Local Governing Body -	Executive Headteacher -	Executive Headteacher/Headteacher -
<ul style="list-style-type: none"> <li>• monitor and evaluate the quality of teaching within the group and ensure that sufficient resources are allocated to deliver the highest possible quality of teaching</li> </ul>	<ul style="list-style-type: none"> <li>• along with the LGB, are responsible for supporting, challenging and advising the school in its programme of improvement</li> <li>• are responsible for monitoring statutory compliance on behalf of the Boards</li> </ul>		<ul style="list-style-type: none"> <li>• is responsible for knowing and understanding the school's own evaluation of the quality of teaching</li> <li>• with the central office team is responsible for supporting and challenging the school in its programme of improvement</li> </ul>	<ul style="list-style-type: none"> <li>• is responsible for supporting an aspirational and innovative culture of learning across the Partnership</li> </ul>	<ul style="list-style-type: none"> <li>• is responsible for the quality of teaching in the school</li> <li>• is responsible for the accurate self-evaluation of the quality of teaching, its strengths and weaknesses and for taking action to improve the quality of teaching</li> </ul>

## 5. Curriculum

Trustees -	Senior Executives and Central Office -	Partnership Board -	Local Governing Body -	Executive Headteacher -	Executive Headteacher/Headteacher -
<ul style="list-style-type: none"> <li>● are responsible for oversight of the curriculum as part of the overall strategy for school improvement</li> </ul>	<ul style="list-style-type: none"> <li>● Proposes and develops curriculum that delivers the strategy</li> <li>● provides curriculum guidance for all schools (KS1-KS3)</li> <li>● provide guidance, as appropriate, relating to qualifications (KS4 and KS5) in line with the overall school improvement strategy and curriculum guidance</li> <li>● monitor the implementation of the curriculum across United Learning</li> <li>● (with the LGB) support, challenge and advise the school in the development and implementation of its curriculum policy and, where appropriate, qualifications policy</li> <li>● (with the LGB) support, challenge and advise the school in the development and implementation of its co-curricular provision</li> <li>● are responsible for monitoring statutory compliance on behalf of the Boards</li> </ul>	<ul style="list-style-type: none"> <li>● (with the Executive/Central Office) support, challenge and advise the school in the development and implementation of its co-curricular provision</li> </ul>	<ul style="list-style-type: none"> <li>● is responsible for agreeing the principles on which the school's curriculum policy (KS1-KS3) and, where appropriate, qualifications policy (KS4 and KS5) are based in line with guidance</li> <li>● is responsible for knowing and understanding the school's own evaluation of the quality of its curricular and co-curricular provision</li> <li>● (with the Executive/Central Office) support, challenge and advise the school in the development and implementation of its curriculum policy and, where appropriate, qualifications policy</li> <li>● (with the Executive/Central Office) support, challenge and advise the school in the development and implementation of its co-curricular provision</li> </ul>	<ul style="list-style-type: none"> <li>● Work with the Partnership Executive Board to develop and implement co-ordinated curricular and co-curricular provision</li> </ul>	<ul style="list-style-type: none"> <li>● is responsible for the development and implementation of the school's curriculum policy (KS1-KS3) and, where appropriate, qualifications policy (KS4 and KS5) in line with guidance</li> <li>● is responsible for the development and implementation of the school's co-curricular provision</li> <li>● is responsible for monitoring and evaluating the impact of the school's curricular and co-curricular provision</li> </ul>

## 6. Finance

Trustees -	Senior Executives and Central Office -	Partnership Board -	Local Governing Body -	Executive Headteacher -	Executive Headteacher/Headteacher -
<ul style="list-style-type: none"> <li>● are legally responsible for the charities' assets and accounts and for statutory compliance</li> <li>● maintain robust financial oversight in accordance with the ESFA Academies financial handbook</li> <li>● review and support a rolling 5 year strategic vision for the finances of the group, the individual charities and the schools in accordance with the strategy</li> <li>● set the financial parameters for the schools' budgets and 5 year forecasts and approve the consolidated position for each Charity</li> <li>● develop and monitor the strategic plan for capital expenditure, considering all schools' 5 Year Plans.</li> <li>● consider management accounts six times a year (Chair to consider on a monthly basis)</li> <li>● ensure an appropriate, reasonable and timely response to any findings given by auditors, taking the opportunity to strengthen the systems of financial management and control</li> </ul>	<ul style="list-style-type: none"> <li>● responsible for compliance with the ESFA Academies financial handbook</li> <li>● develop a rolling 5 year financial plan in accordance with the strategic vision</li> <li>● act on behalf of the Boards to discharge the duties in relation to statutory compliance and financial performance of the schools</li> <li>● provide accounting, financial planning, treasury and financial systems services for schools</li> <li>● work closely with the Headteacher and school in the preparation of the budget and 5 year forecast, setting national assumptions and reviewing and challenging locally set assumptions</li> <li>● prepares the consolidated charities Budgets for approval by the Board</li> <li>● monitors the school's financial performance and challenges where there are variances to budget and the 5 year forecast</li> <li>● cooperates with auditors and implements their reasonable recommendations</li> </ul>	<ul style="list-style-type: none"> <li>● resource management - collaboration with the schools to make recommendations to United Learning regarding the use of past revenue reserves, decisions about the spending of the collaborative element, oversight of the shared services element and any 'in year' surplus.</li> </ul>	<ul style="list-style-type: none"> <li>● works with the Headteacher to prepare draft budget submissions to central office within the budget timetable</li> <li>● receives summary management accounts monthly from central office to ensure the LGB is fully aware of the school's financial performance</li> <li>● challenges the school where there are variances to budget and the 5 year forecast</li> <li>● advises the Headteacher on priorities of the strategic plan based on budget assumptions</li> <li>● contributes views in relation to priorities within the final budget and 5 year forecast</li> <li>● (with the Headteacher) is responsible, for recommending capital expenditure priorities</li> <li>● is responsible, in consultation with senior executives and the Headteacher, for developing a fees strategy (independent schools only)</li> </ul>	<ul style="list-style-type: none"> <li>● with the Partnership Executive Board develops plans for any agreed use of historic reserves, and annual collaborative partnership contribution</li> </ul>	<ul style="list-style-type: none"> <li>● works closely with the LGB and central office executives in the preparation of the budget and 5 year forecast for approval by the Board</li> <li>● is responsible for controlling costs and ensuring budget commitments are met</li> <li>● is responsible, with the LGB, for developing capital expenditure priorities for submission in line with the school's 5 year strategic plan</li> <li>● ensures compliance with all Group financial policies and procedures</li> <li>● cooperates with auditors and implements their reasonable recommendations</li> </ul>

## 7. Recruitment of staff

Trustees -	Senior Executives and Central Office -	Partnership Board -	Local Governing Body -	Executive Headteacher -	Executive Headteacher/ Headteacher -
<ul style="list-style-type: none"> <li>• are responsible for the recruitment and appointment of the Chief Executive and all Executive appointments</li> <li>• subject to availability and at the invite of the relevant Executive, contribute to the recruitment and appointment of Headteachers by attending interviews</li> </ul>	<ul style="list-style-type: none"> <li>• provide the Boards and schools with professional HR support and advice relating to the recruitment of staff</li> <li>• are responsible for the recruitment and appointment of Headteachers</li> <li>• are responsible for recruitment to Central Office positions below Executive level</li> <li>• are responsible for monitoring the Central Office Single Central Record and statutory compliance with safer recruitment on behalf of the Boards</li> <li>• support the Headteacher by joining appointment panels or otherwise contributing to the appointment process of senior leadership team members as invited (or, in the case of Regional Directors and Executive Business Managers, involved without the need of invitation)</li> <li>• provide LGBs and schools with relevant data regarding staff recruitment and retention, including Group and national benchmarks where available</li> </ul>	<ul style="list-style-type: none"> <li>• contributes to the appointment of Executive Headteacher, Headteachers, Executive Business Manager and cluster support staff</li> <li>• responsible for recruitment, retention and staff development under the CAP banner.</li> </ul>	<ul style="list-style-type: none"> <li>• contributes to the appointment of the Headteacher in close consultation with the Executive</li> <li>• supports the Headteacher by joining appointment panels for senior leadership posts (and for posts below Deputy Headteacher and Vice Principal when invited to do so) or otherwise contributing to the appointment process</li> <li>• using key performance data provided by the school and Central Office stays fully aware of the school's activity in terms of its staff, staffing structures and more general HR data, and can support and challenge appropriately</li> <li>• is responsible for knowing and understanding the training requirements for safer recruitment including LGB members' training if taking part in recruitment processes.</li> <li>• supports the Headteacher with any staff restructure plans</li> </ul>	<ul style="list-style-type: none"> <li>• works with the Partnership Executive Board to undertake effective planning to ensure that the staffing needs for the Partnership are proactively identified and that plans are in place to ensure appropriate succession.</li> <li>• contributes to the appointment of Executive Business Manager and cluster support staff</li> <li>• works with the Executive Board to implement CAP recruitment and retention strategy</li> </ul>	<ul style="list-style-type: none"> <li>• is responsible for the recruitment and appointment of school staff other than the Headteacher</li> <li>• is responsible for communicating senior staff appointments to the LGB</li> <li>• reports key performance on recruitment and more general HR to Central Office and the LGB</li> <li>• is responsible for the accuracy of the school's Single Central Record and statutory compliance with safer recruitment requirements.</li> <li>• Consults with the LGB on staff restructure plans</li> </ul>

## 8. Staff professional development

Trustees -	Senior Executives and Central Office -	Partnership Board -	Local Governing Body -	Executive Headteacher -	Executive Headteacher/Headteacher -
<ul style="list-style-type: none"> <li>● are accountable for ensuring the development of the people development strategy</li> <li>● are responsible for ensuring resources are allocated to people development appropriately in line with the strategy</li> </ul>	<ul style="list-style-type: none"> <li>● are responsible for ensuring the development of the people development strategy</li> <li>● provide support for professional development, training, induction, talent development and succession planning across United Learning</li> <li>● lead strategic vision and the overall staff development strategy</li> <li>● implement the agreed people strategy, including delivery (directly or via commissioned support) of professional development programmes.</li> </ul>	<ul style="list-style-type: none"> <li>● monitors effectiveness of professional development for Executive Headteacher and support services staff</li> </ul>	<ul style="list-style-type: none"> <li>● monitors effectiveness of professional development, talent management and succession planning and supports and challenges appropriately.</li> </ul>	<ul style="list-style-type: none"> <li>● works with the Partnership Executive Board to develop a CPD strategy for the Partnership</li> <li>● acts as mentor to newly appointed Headteachers within the Partnership</li> </ul>	<ul style="list-style-type: none"> <li>● develops and implements the school's continuing professional development strategy, including delivery of CPD aligned with the school's improvement plan targeted to different groups of staff</li> <li>● reports on CPD and its impact to LGB and Central Office</li> <li>● maintains a structured approach to talent management and succession planning at school level</li> <li>● ensures staff are able to benefit from appropriate Groupwide professional development opportunities, in line with talent management objectives</li> </ul>

## 9. Performance management

Trustees -	Senior Executives and Central Office -	Partnership Board -	Local Governing Body -	Executive Headteacher -	Executive Headteacher/Headteacher -
<ul style="list-style-type: none"> <li>● are responsible for approving overall policies for performance management and pay</li> <li>● are directly responsible for the performance management of the Chief Executive.</li> </ul>	<ul style="list-style-type: none"> <li>● Develop overall policies for performance management and pay</li> <li>● are directly responsible for the performance management of the Headteacher and all Central Office staff (although Executive Headteachers may take responsibility for the performance management of some Headteachers)</li> <li>● provide professional support for performance management across all schools</li> <li>● lead the strategic vision</li> <li>● monitor performance management across all schools through data tracking</li> </ul>	<ul style="list-style-type: none"> <li>● PB Chair contributes to the performance management of the Executive Headteacher</li> </ul>	<ul style="list-style-type: none"> <li>● supports the Headteacher in monitoring the performance management of staff</li> <li>● contributes to pay and bonus review processes as a member of the pay moderation panel</li> <li>● contributes to performance management of the Headteacher</li> <li>● hears appeals as part of the grievance, capability or disciplinary process.</li> </ul>	<ul style="list-style-type: none"> <li>● (with the PB) is responsible for accurate self evaluation of the partnership shared services</li> <li>● has a detailed understanding of the operation of the partnership shared services and the other areas in which the schools choose to collaborate</li> <li>● ensures appropriate action to address weaknesses in the partnership shared services and other areas of collaboration</li> </ul>	<ul style="list-style-type: none"> <li>● implements United Learning performance management policies for staff in school</li> <li>● implements United Learning pay policies for staff in school</li> <li>● provides reports on performance management to the LGB</li> <li>● ensures that approaches to pay and performance management are conducted in a manner that adheres to equality legislation requirements</li> </ul>

## 10. Inspection

Trustees -	Senior Executives and Central Office -	Partnership Board -	Local Governing Body -	Executive Headteacher -	Executive Headteacher/Headteacher -
<ul style="list-style-type: none"> <li>● receive inspection reports and lessons learned from time to time</li> <li>● receive reports regarding proposed actions to address key issue where a school is found to be inadequate or requiring improvements</li> </ul>	<ul style="list-style-type: none"> <li>● provide support to the school prior to, during and after inspections.</li> </ul>		<ul style="list-style-type: none"> <li>● understands the requirements of the inspection process and supports the Headteacher</li> <li>● is responsible for engaging fully with the inspection process</li> <li>● communicates the outcomes of the inspection process to parents, carers and guardians in line with statutory requirements.</li> </ul>	<ul style="list-style-type: none"> <li>● (with Senior Executives/Central Office) provides support to the school prior to, during and after inspections.</li> </ul>	<ul style="list-style-type: none"> <li>● is responsible for ensuring all staff and the LGB fully understand requirements of the inspection process</li> </ul>

## 11. Early years foundation stage (EYFS) (as applicable)

Trustees -	Senior Executives and Central Office -	Partnership Board -	Local Governing Body -	Executive Headteacher -	Executive Headteacher/Headteacher -
<ul style="list-style-type: none"> <li>● receive annual reports on compliance, standards and proposed actions to address issues</li> <li>● review data on EYFS performance across all United Learning schools with EYFS provision</li> </ul>	<ul style="list-style-type: none"> <li>● are responsible for monitoring statutory compliance with respect to EYFS.</li> <li>● review data on EYFS performance</li> <li>● provide advice, guidance, support and challenge with respect to EYFS provision</li> </ul>		<ul style="list-style-type: none"> <li>● appoints a Governor to have specific responsibility for EYFS</li> <li>● is responsible for monitoring the school's evaluation of the quality of EYFS provision.</li> </ul>		<ul style="list-style-type: none"> <li>● is responsible for quality of provision of EYFS, and for implementing actions to address weaknesses.</li> </ul>

## 12. Boarding (as applicable)

Trustees -	Senior Executives and Central Office -	Local Governing Body -	Headteacher -
<ul style="list-style-type: none"><li>● Receive annual reports on compliance, standards and proposed actions to address issues</li></ul>	<ul style="list-style-type: none"><li>● are responsible for monitoring statutory compliance with respect to boarding on behalf of the Boards.</li></ul>	<ul style="list-style-type: none"><li>● appoints a Governor to have specific responsibility for boarding</li><li>● is responsible for monitoring the school's evaluation of the quality of boarding provision</li></ul>	<ul style="list-style-type: none"><li>● is responsible for the quality of provision of boarding, and for implementing actions to address weaknesses.</li></ul>

### 13.Communication

Trustees -	Senior Executives and Central Office -	Partnership Board -	Local Governing Body -	Executive Headteacher -	Executive Headteacher/Headteacher -
<ul style="list-style-type: none"> <li>communicate a clear vision, strategy and long term objectives for United Learning.</li> </ul>	<ul style="list-style-type: none"> <li>ensure good communication between the Boards, Headteacher and school, and LGB Chair.</li> </ul>	<ul style="list-style-type: none"> <li>PB Chair (with Executive Headteacher) is responsible for ensuring PB/LGB members have all the information they require to be well informed about both the schools and United Learning</li> <li>PB Chair (with Executive Headteacher) is responsible for ensuring the views of the PB/LGB are well communicated to Trustees and Central Office</li> <li>is responsible for submitting agendas / papers / minutes for PB meetings to the appropriate Education Director or Regional Director and the Company Secretary</li> <li>responsible for Community engagement</li> </ul>	<ul style="list-style-type: none"> <li>LGB Chair (with Headteacher) is responsible for ensuring LGB members have all the information they require to be well informed about both the school and United Learning</li> <li>LGB Chair (with Headteacher) is responsible for ensuring the views of the LGB are well communicated to Trustees and Central Office.</li> <li>is responsible for submitting agendas / papers / minutes for LGB meetings to the appropriate Education Director or Regional Director and the Company Secretary</li> <li>is responsible for ensuring the activities of the LGB are communicated clearly to the school community</li> </ul>	<ul style="list-style-type: none"> <li>(with PB Chair) is responsible for ensuring PB/LGB members have all the information they require to be well informed about both the schools and United Learning</li> <li>(with PB Chair) is responsible for ensuring the views of the PB/LGB are well communicated to Trustees and Central Office</li> <li>ensures a culture of working together to achieve high standards throughout the Partnership</li> </ul>	<ul style="list-style-type: none"> <li>(with LGB Chair) is responsible for ensuring LGB members have all the information they require to be well informed about both the school and United Learning</li> <li>(with LGB Chair) and is responsible for ensuring the views of the LGB are well communicated to Trustees and Central Office.</li> </ul>

## 14. Links with parents, carers, guardians and the wider community

Trustees -	Senior Executives and Central Office -	Partnership Board -	Local Governing Body -	Executive Headteacher -	Executive Headteacher/Headteacher -
<ul style="list-style-type: none"> <li>● ensure development of strategy for links with parents, carers and guardians</li> <li>● reputational responsibility</li> </ul>	<ul style="list-style-type: none"> <li>● develop strategy for links with parents, carers and guardians</li> </ul>	<ul style="list-style-type: none"> <li>● Community engagement</li> </ul>	<ul style="list-style-type: none"> <li>● is responsible for monitoring the school's links with parents, carers, guardians and the wider community</li> <li>● is responsible for supporting and challenging the school to improve and develop links.</li> </ul>	<ul style="list-style-type: none"> <li>● (with PB) Community cohesion</li> <li>● develops a thriving sense of school and partnership community to include present and past pupils and parents</li> <li>● creates proactive, entrepreneurial and effective links with the community including, for example, with business, feeder schools, other local schools and with local churches</li> </ul>	<ul style="list-style-type: none"> <li>● is responsible for developing effective links with parents, carers, guardians and the wider community.</li> </ul>

## 15. Review of local school policies, processes and procedures

Trustees -	Senior Executives and Central Office -	Partnership Board -	Local Governing Body -	Executive Headteacher -	Executive Headteacher/Headteacher -
<ul style="list-style-type: none"> <li>● review and approve on an annual basis each school's child protection policy on the recommendation of the Group's named Safeguarding Trustee</li> <li>● review and approve supporting pupil with medical needs policy</li> <li>● review and approve the Group health &amp; safety policy</li> </ul>	<ul style="list-style-type: none"> <li>● development of exemplar policies, policy guidance and compliance checklists</li> <li>● monitor schools' adherence to the cycle of policy reviews</li> </ul>	<ul style="list-style-type: none"> <li>● ensures consistency across the Cluster</li> </ul>	<ul style="list-style-type: none"> <li>● ensure adherence to regular cycle of school policy reviews</li> <li>● ensure that practice within the school reflects most up-to-date policy documents – if practice does not follow policy guidance then policies are not effective and should be reviewed</li> <li>● regular cycle of process scrutiny e.g. attendance registers, complaints log, work experience procedures</li> </ul>	<ul style="list-style-type: none"> <li>● (with PB and Partnership Executive Board) ensures consistency across the Cluster</li> </ul>	<ul style="list-style-type: none"> <li>● regular updating of all school policies</li> <li>● regular updating of process and procedures e.g. attendance registers, complaints log, work experience procedures</li> <li>● ensures that school health and safety policies are reviewed in accordance with Group requirements and/or at a frequency determined by local risk assessment</li> </ul>

## 16. Risk management

Trustees -	Senior Executives and Central Office -	Partnership Board -	Local Governing Body -	Executive Headteacher -	Executive Headteacher/Headteacher -
<ul style="list-style-type: none"> <li>● overall responsibility for the risk management framework</li> <li>● approve the Group Risk Management Policy, including setting risk tolerances and determining risk appetite</li> <li>● consider the minutes of the Risk &amp; Audit Committee, including the committee's review of the Strategic Risk Register, at each of its quarterly meetings and an annual report from the Chair of the committee</li> </ul>	<ul style="list-style-type: none"> <li>● manage the strategic risks facing the organisation</li> <li>● draft and implement a Group Risk Management Policy</li> <li>● maintain, regularly review and update the Group Strategic Risk Register</li> <li>● audit school compliance with policy including existence and regular review of school key risk register</li> </ul>	<ul style="list-style-type: none"> <li>● oversees risk management of shared services</li> </ul>	<ul style="list-style-type: none"> <li>● oversees risk management at the local level, including regular reviews of the school risk register</li> </ul>	<ul style="list-style-type: none"> <li>● responsibility for risk management of shared services</li> </ul>	<ul style="list-style-type: none"> <li>● responsibility for risk management at their school, including the maintenance and regular review of a school risk register by SLT</li> </ul>

## 17. Welfare and child protection

Trustees -	Senior Executives and Central Office -	Partnership Board -	Local Governing Body -	Executive Headteacher -	Executive Headteacher/Headteacher -
<ul style="list-style-type: none"> <li>● accountable for setting overall policies for safeguarding and child protection to ensure appropriate action is taken in a timely manner to safeguard and promote children’s welfare</li> <li>● appoint a named safeguarding Trustee</li> <li>● set the strategic vision for the spiritual, moral, social and cultural development of pupils.</li> <li>● review on an annual basis each school’s safeguarding policy and practices.</li> <li>● Monitor data in relation to safeguarding incidents and their resolution</li> </ul>	<ul style="list-style-type: none"> <li>● provide safeguarding and child protection guidance for all schools, in line with statutory guidance and non-statutory national guidance</li> <li>● monitor the implementation of the safeguarding and child protection guidance</li> <li>● carry out safeguarding audit visits to monitor compliance with policies and effectiveness of practice</li> <li>● are responsible for monitoring that each LGB is effectively scrutinising statutory compliance with respect to safeguarding and child protection for all schools on behalf of the Boards</li> <li>● are responsible for monitoring statutory compliance with respect to the quality of spiritual, moral, social and cultural development of pupils on behalf of the Boards</li> <li>● ensure all Board members have the appropriate child protection checks and are recorded on the central Single Central Record.</li> </ul>		<ul style="list-style-type: none"> <li>● appoints a Governor to have specific responsibility for welfare and child protection in the school, reporting to full LGB as appropriate</li> <li>● check SCR at least termly</li> <li>● nominates a Governor (usually the Chair) to liaise with the LA or partner agencies</li> <li>● monitors, supports and challenges the welfare and child protection in the school including (i) child protection (ii) exclusions (iii) serious disciplinary incidents (iv) attendance and (v) behaviour</li> <li>● is responsible for knowing and understanding the school’s own evaluation of the quality of spiritual, moral, social and cultural development of pupils</li> <li>● for independent schools ensures that there is a written risk assessment policy to safeguard and promote the welfare of students at the school and effective implementation of that policy (including that action is taken to reduce any risks identified.</li> </ul>	<ul style="list-style-type: none"> <li>● ensures the welfare and safety of all students from all groups, including their safeguarding</li> </ul>	<ul style="list-style-type: none"> <li>● is responsible for safeguarding and child protection within the school</li> <li>● is responsible for identifying risks to effective safeguarding and taking action to reduce potential risks</li> <li>● is responsible for the quality of spiritual, moral, social and cultural development of pupils</li> <li>● is responsible for ensuring that school policies and practices take into account the procedures and practice of the local authority</li> <li>● is responsible for providing reports on welfare and child protection to the LGB and to Central Office</li> </ul>

## 18. Buildings and maintenance

Trustees -	Senior Executives and Central Office -	Partnership Board -	Local Governing Body -	Executive Headteacher -	Executive Headteacher/Headteacher -
<ul style="list-style-type: none"> <li>● review and support the strategy plan for capital expenditure, considering all schools' 5 year plans.</li> <li>● Review capital project proposals and allocate capital funds in accord with the charities' finances</li> </ul>	<ul style="list-style-type: none"> <li>● Develop a rolling 5 year strategy plan for capital expenditure, considering all schools' five year plans</li> <li>● develop the wider estates policy in line with the charities' strategy</li> <li>● provide the Boards and schools with professional support, challenge and advice relating to the management of buildings and estates</li> <li>● are responsible for monitoring compliance with statutory regulations relating to premises and accommodation.</li> <li>● Receive, review and report to the Board and relevant committees on proposals schools for planned capital works</li> </ul>	<ul style="list-style-type: none"> <li>● advises on rolling capital projects</li> </ul>	<ul style="list-style-type: none"> <li>● monitors planned and approved capital works</li> <li>● and monitors the impact of the strategic plan on the quality of school buildings</li> <li>● is responsible, with the Headteacher, for developing priorities for capital expenditure and large scale 'minor works' in line with the strategic plan.</li> <li>● supports the Headteacher in preparing curriculum-based business plans for capital projects</li> </ul>		<ul style="list-style-type: none"> <li>● is responsible for the maintenance of the school and facilities, with support from central office</li> <li>● is responsible, with the LGB, for developing priorities for capital expenditure and large scale 'minor works' in line with the strategic plan.</li> <li>● develops curriculum-based business plans for capital projects</li> </ul>

## 19. Health & safety

Trustees -	Senior Executives and Central Office -	Partnership Board -	Local Governing Body -	Executive Headteacher -	Executive Headteacher/Headteacher -
<ul style="list-style-type: none"> <li>● form the corporate body and serve as the employer under the Health and Safety at Work Act 1974</li> <li>● are responsible for setting overall policies for health and safety that are applicable to all Group operations</li> <li>● periodically review organisational health and safety performance</li> <li>● ensure adequate resources are made available for the discharge of the employer's health and safety duties</li> </ul>	<ul style="list-style-type: none"> <li>● appoint a competent health and safety professional to develop health and safety policies and monitor performance</li> <li>● define the Group's risk appetite with regard to health and safety compliance</li> <li>● provide health and safety support to all schools and central office</li> <li>● provide central office staff with the training, information, instruction and supervision as necessary to meet statutory requirements and fulfil their duties in a safe manner</li> </ul>		<ul style="list-style-type: none"> <li>● appoints an LGB member to have specific responsibility for health and safety in the school, attending the school's Health &amp; Safety Committee (where appropriate) and reporting to full LGB as appropriate</li> <li>● monitors, supports and challenges the health and safety performance at the school</li> </ul>	<ul style="list-style-type: none"> <li>● ensures that all cluster support staff have received sufficient training, information, instruction and supervision as necessary to meet statutory requirements and fulfil their duties in a safe manner</li> <li>● is responsible for providing reports on health and safety to the PB</li> </ul>	<ul style="list-style-type: none"> <li>● is accountable for health and safety performance within the school</li> <li>● is responsible for the implementation of health and safety policies and for statutory compliance</li> <li>● ensures that all staff within their school have received sufficient training, information, instruction and supervision as necessary to meet statutory requirements and fulfil their duties in a safe manner</li> <li>● is responsible for providing reports on health and safety to the LGB</li> <li>● may delegate some health and safety responsibilities to a Health and Safety Coordinator in accordance with the Group Health and Safety Policy</li> </ul>

## 20. Provision of information

Trustees -	Senior Executives and Central Office -	Partnership Board -	Local Governing Body -	Executive Headteacher -	Executive Headteacher/Headteacher -
<ul style="list-style-type: none"> <li>● accountable for the provision of clear and regular information to a host of constituent interests</li> <li>● accountable for statutory compliance</li> </ul>	<ul style="list-style-type: none"> <li>● monitor statutory compliance on behalf of the Boards</li> <li>● are responsible for monitoring statutory compliance in relation to the information provided to the regulators, parents and others on behalf on the Boards</li> <li>● provide guidance and model policies.</li> </ul>		<ul style="list-style-type: none"> <li>● is responsible for monitoring the quality of information provided by the school</li> <li>● is responsible for supporting and challenging the school on the quality of information</li> <li>● is responsible for reviewing school policies and their implementation on an annual programme.</li> </ul>	<ul style="list-style-type: none"> <li>● is responsible for the development and implementation of cluster policies in line with statutory requirements and United Learning guidance</li> </ul>	<ul style="list-style-type: none"> <li>● is responsible for the development and implementation of school policies in line with statutory requirements and United Learning guidance</li> <li>● ensures LGB access to all information provided to regulators, parents, prospective parents and the local community</li> <li>● ensures the information provided by the school is of a high quality.</li> </ul>

## 21. Data protection/GDPR

Trustees -	Senior Executives and Central Office -	Partnership Board -	Local Governing Body -	Executive Headteacher -	Executive Headteacher/Headteacher -
<ul style="list-style-type: none"> <li>● accountable for compliance with all data protection legislation</li> <li>● appoint a suitably qualified Data Protection Officer (DPO)</li> <li>● ensure adequate resource for GDPR compliance</li> </ul>	<ul style="list-style-type: none"> <li>● provide DPO</li> <li>● decide response to data breaches including reporting to ICO</li> <li>● ensure Group ICO notifications are accurate and up to date</li> <li>● prepare, review and update a suite of data protection policies</li> <li>● ensure central office GDPR compliance</li> <li>● train school Data Protection Leads (DPLs) on policy and procedure</li> <li>● audit schools' GDPR compliance</li> <li>● update DPLs on ICO guidance and decisions</li> <li>● provide GDPR video briefing</li> <li>● embed GDPR video briefing as part of induction for all new starters</li> </ul>		<ul style="list-style-type: none"> <li>● ensure a DPL is appointed</li> <li>● review compliance with DPL</li> </ul>	<ul style="list-style-type: none"> <li>● ensure compliance with Group data protection policies and procedures</li> <li>● ensure all cluster support services staff have seen the GDPR video briefing</li> </ul>	<ul style="list-style-type: none"> <li>● appoint a Data Protection Lead (DPL) of sufficient seniority</li> <li>● provide DPL with adequate support and resource to fulfil their role</li> <li>● ensure compliance with Group data protection policies and procedures</li> <li>● ensure all staff have seen the GDPR video briefing</li> </ul>

## 22. Handling of complaints

Trustees -	Senior Executives and Central Office -	Partnership Board -	Local Governing Body -	Executive Headteacher -	Executive Headteacher/ Headteacher -
<ul style="list-style-type: none"> <li>● receive and where appropriate investigate complaints about an LGB Chair.</li> <li>● receive and pass on to the relevant Executive complaints from DfE, ESFA, Ofsted, ISI and similar bodies</li> </ul>	<ul style="list-style-type: none"> <li>● are responsible for monitoring statutory compliance in relation to complaints</li> <li>● provide guidance and model policies on complaints handling</li> <li>● ensure complaints received at Central Office are directed to the appropriate person in line with the complaints policy.</li> </ul>		<ul style="list-style-type: none"> <li>● is responsible for handling and monitoring of complaints</li> <li>● is responsible for managing and hearing any appeals as part of the complaints process</li> <li>● receives regular reports from the Headteacher on all complaints.</li> </ul>		<ul style="list-style-type: none"> <li>● is responsible for responding to and dealing with all complaints</li> <li>● provides the LGB with regular reports on all complaints.</li> </ul>