			Trustees	Finance Audit and Risk Committee	Standards and Curriculum Committee	Pay Review Committee	Principal
Culture and Engagement / Governance of the Trust	1	**Set the culture, ethos and values of the trust & academy**	**Determine** **Review**	**Consult** **Develop** **Recommend**	**Consult** **Develop** **Recommend**	**Consult** **Develop** **Recommend**	**Consult** **Develop** **Recommend**
	2	**Set expectations for trustee conduct**	**Determine** **Review**	**Recommend**	**Recommend**	**Recommend**	**Recommend**
	3	**Foster equality, diversity and inclusion in all aspects of the work of the board.**	**Determine** **Review**	**Develop** **Deliver**	**Develop** **Deliver**	**Develop** **Deliver**	**Develop** **Deliver**
	4	**Ensure transparency of information** , including requirement to publish information on the trust website	**Determine** **Review**	**Deliver**	**Deliver**	**Deliver**	**Deliver**
	5	**Engage with stakeholders**	**Review** results of stakeholder surveys				**Deliver** academy stakeholder surveys **Report**
	6	**Adhere to the Articles of Association**	**Comply** **Review**	**Comply**	**Comply**	**Comply**	**Comply**

			Trustees	Finance Audit and Risk Committee	Standards and Curriculum Committee	Pay Review Committee	Principal
Strategy and Leadership……	7	**Set the vision and strategic objectives of the trust & academy**	**Develop** **Determine** **Review**	**Recommend**, **Consult** and **Develop**	**Recommend**, **Consult** and **Develop**	**Recommend**, **Consult** and **Develop**	**Recommend**, **Consult** and **Develop**
	8	**Deliver strategic objectives of the trust & academy**	**Deliver** **Review**	**Deliver** on tasks assigned to the committee **Review**	**Deliver** on tasks assigned to the committee **Review**	**Deliver** on tasks assigned to the committee **Review**	**Deliver** on tasks assigned to the executive leaders **Review**
	9	**Scrutiny –** review & challenge progress of the trust against its strategic objectives	**Deliver** the Trust's strategic aims **Review**	**Report** on tasks assigned to the committee **Review**	**Report** on tasks assigned to the committee **Review**	**Report** on tasks assigned to the committee **Review**	**Report** on tasks assigned to the executive leaders **Review**
	10	**Academy improvement plan** - in line with strategic aims and priorities of the trust	**Determine** - academy improvement plan in **Consultation** with the Principal	**Deliver** the academy improvement plan	**Deliver** the academy improvement plan	**Deliver** the academy improvement plan	**Recommend** academy improvement plan in consultation with trustees **Deliver** the academy improvement plan

			Trustees	Finance Audit and Risk Committee	Standards and Curriculum Committee	Pay Review Committee	Principal
Non-executive Leadership……	11	**Establish a high performing governance structure,** including appointing board committees	**Determine** – governance structure and membership of committees **Review** for effectiveness	**Recommend**	**Recommend**	**Recommend**	**Recommend**
	12	**Appointments of trustees** – ensuring processes are in place for the appointment of trustees by members (including ensuring that the trustees have the skills to run the trust and the academy)	**Determine** – procedures for the selection of trustees **Recommend** appointment of trustees to members				
	13	**Appointment of parent trustees** (in accordance with the Articles of Association)	**Determine** – procedures for the election of two parent trustees **Deliver -** appointment of parent trustees where insufficient candidates stand for election				
	14	**Appointment of Governance Professional**	**Deliver** - appointment of qualified Governance Professional to the board				
	15	**Ensure appointment checks, induction and training for trustees**	**Determine** process for appointment checks and induction **Review**	**Recommend**	**Recommend**	**Recommend**	**Develop** process for appointment checks and induction **Comply**

		Trustees	Finance Audit and Risk Committee	Standards and Curriculum Committee	Pay Review Committee	Principal
16	**Ensure the board has the appropriate skill set,** including financial skills and provide training where required	**Determine** **Deliver** **Review**	**Recommend**	**Recommend**	**Recommend**	**Recommend**
17	**Appoint chair and vice chair**	**Deliver**				
18	**Evaluate governance regularly**	**Deliver** – regular self evaluation of the board's performance alongsode external reviews of governance	**Review** – the committee's performance	**Review** – the committee's performance	**Review** – the committee's performance	
19	**Appoint lead trustees** for safeguarding, SEND and careers	**Determine** the appointments of lead trustees				

			Trustees	Finance Audit and Risk Committee	Standards and Curriculum Committee	Pay Review Committee	Principal
Executive Leadership……	20	**Appointing and performance managing the senior executive leader and accounting officer**	**Determine** the appointment of the Principal / Accounting Officer **Review** outcomes from the Principal's appraisal process				
	21	**Overseeing staff well-being, workload and working conditions**	**Review**	**Deliver** staff wellbeing policies	**Deliver** staff wellbeing policies		**Develop** **Deliver**
	22	**Setting pay levels, including executive pay**	**Determine**			**Review** and **Recommend** pay levels to the board **Benchmark, review and recommend** senior executive pay, including (if relevant) receiving a pay recommendation from the principal's performance management panel and approving any changes.	**Recommend**

			Trustees	Finance Audit and Risk Committee	Standards and Curriculum Committee	Pay Review Committee	Principal
Accountability.....	23	**Ensuring strategic oversight and accountability**, receiving objective, high quality, timely data	**Determine** trust wide and academy targets in line with strategic plan **Review** performance against targets	**Review** performance against targets linked to the committee	**Review** performance against targets linked to the committee		**Recommend** **Deliver** performance of academy and trust against targets **Report** on performance at the academy
	24	**Setting trust approach to curriculum and assessment,** including with regard to statutory requirements	**Determine** approach to curriculum and assessment		**Monitor and evaluate** the implementation, impact and effectiveness of the curriculum, ensuring it is broad, balanced and accessible to all learners. **Monitor and evaluate** the quality of teaching and learning, including performance trends and risks **Monitor and evalute** the way in which the curriculum provides opportunities for pupils to become physically confident, supporting their health and fitness **Report** to board		**Recommend** **Deliver** **Report**
	25	**Developing curriculum policies as required by school(s)** (see statutory policies tracker)	**Review**		**Determine** statutory curriculum policies		**Determine and deliver** any non-statutory policies
	26	**Teaching capacity**	**Review**		**Monitor and evaluate** teaching capacity throughout the trust, including the impact of continuing professional development on pupil achievement and standards		

		Trustees	Finance Audit and Risk Committee	Standards and Curriculum Committee	Pay Review Committee	Principal
27	**Cultural capital and British values**	**Review**		**Monitor and evaluate** the extent to which the trust's curriculum and extra-curricular activities are successfully building cultural capital for all pupils. **Monitor and evaluate** the approach towards ensuring all pupils have the knowledge, skills and attributes needed to manage their lives now, in the future, and for the next stage of education and employment **Monitor and evaluate** the impact of the approach to promoting British values and providing pupils with a global outlook		**Deliver**
28	**Delivering careers guidance, with regards to statutory requirements**	**Determine** careers policy in accordance with statutory requirements **Review** delivery of careers guidance		**Monitor and evaluate** the impact of the approach to providing pupils with effective careers education, and the delivery and impact of the careers programme in secondary phase schools **Report** to the Board		**Recommend** **Deliver** **Report**

		Trustees	Finance Audit and Risk Committee	Standards and Curriculum Committee	Pay Review Committee	Principal
29	**Ensuring regulatory compliance** including all obligations in the current Academy Trust Handbook	**Determine**	**Deliver** **Report**	**Deliver**	**Deliver**	**Comply** **Deliver**
30	**Appointing Chief Financial Officer**	**Deliver** - appointment of appropriately qualified Chief Financial Officer				**Recommend**
31	**Setting annual budget**	**Determine** the trust annual budget and approve it for submission to the DfE	**Deliver** on preparation of trust budget and present to the Board for approval			**Recommend t**rust annual budget **Deliver** submission of approved trust budget to DfE
32	**Delivering monthly management accounts and forecasts,** including cash position of the trust	**Review** and receive reports on performance against budget or key deviations from budget from the FAR Committee	**Review** management accounts at every meeting to include pupil numbers, ensuring the ongoing viability of the trust and monitor spend against budget			**Deliver** monthly management accounts setting out the trust's financial performanc and position **Report** any material issues to the Chair of the FAR Committee as soon as reasonably possible

		Trustees	Finance Audit and Risk Committee	Standards and Curriculum Committee	Pay Review Committee	Principal
33	**Appointing external auditor**	**Recommend** appointment of external auditors to the members	**Deliver** a tender for external auditors at least every 5 years and make recommendations to the board			**Develop** a tender for external auditors at least every 5 years
34	**Delivering annual report and accounts, in line with the Charity Commision's Statement of Recommended Practice**	**Comply** with statutory duties **Deliver** annual report and audited accounts to the members	**Deliver** draft annual report and audited accounts to the board for approval			**Deliver** the preparation of annual accounts for external audit **Deliver** filing of approved annual report and accounts
35	**Developing financial scheme of delegation,** incorporating delegations of financial authority	**Determine** **Comply** **Review**	**Recommend** the financial scheme of delegation **Review** effectiveness of financial delegations **Comply**	**Comply**	**Comply**	**Recommend** financial scheme of delegation including financial limits **Comply**
36	**Reserves and Investments**	**Review** management of reserves and investments	**Determine** reserves and investment policy **Report** on the management of reserves and investments			**Recommend** reserves and investment policy **Report** on reserves and investments to FAR Committee

		Trustees	Finance Audit and Risk Committee	Standards and Curriculum Committee	Pay Review Committee	Principal
37	**Developing finance policies and procedures to ensure compliance with the Academy Trust Handbook** (see statutory policies tracker)	**Review**	**Determine** financial policies and procedures **Comply** **Review**	**Comply**	**Comply**	**Recommend** financial policies and procedures **Comply** **Report** any isses or non-compliance to the Board
38	**School resource management self-assessment checklist**	**Approve**	**Undertake** detailed scrutiny and recommend approval of the school resource management self-assessment checklist annually, and monitor identified actions	**Comply**	**Comply**	**Recommend**
39	**Ensuring adequate insurance cover is in place**	**Review**	**Determine** and **Report** **Review**			**Recommend**
40	**Developing risk management procedures, including maintaining the trust risk register**	**Determine** risk management policies and procedures **Review** and mitigate risks identified in the risk register	**Review** and mitigate risks allocated to the committee	**Monitor and evaluate** risks allocated to the committee		**Develop** and **Deliver** trust risk register

		Trustees	Finance Audit and Risk Committee	Standards and Curriculum Committee	Pay Review Committee	Principal
41	**Health and Safety compliance**	**Review**	**Review and report** on H&S compliance **Receive** regular reports on accident statistics and near misses			**Deliver**
42	**Trips and visits**		**Review** list of trips and visits at least termly and consider if off-site activities are appropriate, relevant and have a specific and stated objective			**Deliver**
43	**Managing conflicts of interest and related party transactions**	**Determine** procedures for the delarations of interests and related party transactions	**Comply**	**Comply**	**Comply**	**Comply**

			Trustees	Finance Audit and Risk Committee	Standards and Curriculum Committee	Pay Review Committee	Principal
Compliance and Statutory Policies……	44	**Setting admissions policies and keeping admission registers**	**Determine** admission arrangements annually **Review** ensure admission registers are maintained				**Recommend** **Deliver**
	45	**Attendance**	**Review** - ensure attendance registers are maintained and monitor attendance figures for the trust		**Determine** attendance policy and targets **Review** and **Report**		**Recommend** attendance targets **Report** on attendance figures **Deliver**
	46	**Ensuring compliance with SEND Code of Practice**	**Determine** SEND and inclusion policies **Review** progress of SEND students, narrowing the gap		**Review** and **Report -** challenge educational outcomes for SEND students, narrowing the gap		**Recommend** **Comply** and **Deliver** **Report** – non-compliance to the board
	47	**Delivering support for looked after children**	**Review** progress of LAC students**,** narrowing the gap		**Review** and **Report -**challenge educational outcomes for LAC students, narrowing the gap		**Recommend** **Comply** and **Deliver**

		Trustees	Finance Audit and Risk Committee	Standards and Curriculum Committee	Pay Review Committee	Principal
48	**Review and challenge any specific funding**	**Review** impact of funding spend	**Review** and **Report** on funding spend	**Review** and **Report** on educational outcomes and value for money for spend		**Recommend** **Comply** and **Deliver**
49	**Ensuring compliance with health and safety legislation,** including first aid, fire safety, supporting students with additional health needs, food safety	**Determine** first aid policy **Review** compliance with health and safety legislation	**Review** and **Report** on health and safety compliance	**Comply** **Review**	**Comply**	**Comply** and **Deliver** **Report** – material non-compliance to the FAR Committee
50	**Setting estates management strategy** to effectively maintain the estate in a safe working condition	**Review** estates management strategy	**Determine** estates management strategy and associated policies and procedures **Review** **Report** material non compliance to the board			**Recommend** and **Deliver** **Report** – material non-compliance to the FAR Committee

		Trustees	Finance Audit and Risk Committee	Standards and Curriculum Committee	Pay Review Committee	Principal
51	**Setting asset management strategy**	**Review** asset management strategy	**Review** **Report** material non compliance to the board			**Recommend** and **Deliver** **Report** – material non-compliance to the FAR Committee **Determine** asset management policy and procedures
52	**Attending Trust inspections**	**Deliver -** trustee representatives to attend trust inspections				
53	**Setting governance policies** related to data protection and privacy notices	**Comply** **Review**	Receive annual report from DPO re data protection and cyber security risks	**Comply**	**Comply**	**Develop** **Comply**
54	**Setting governance policies** related to whistleblowing (see statutory policies tracker)	**Determine** **Review**	**Comply**	**Comply**	**Comply**	**Develop** **Comply**
55	**Setting trust safeguarding practices,** with regard to statutory guidance, including appointing designated safeguarding lead (DSL)	**Determine** **Comply** **Review**	**Comply**	**Comply** **Review** and **Report**	**Comply**	**Develop** **Comply** **Deliver**

		Trustees	Finance Audit and Risk Committee	Standards and Curriculum Committee	Pay Review Committee	Principal
56	**Setting safeguarding policies** (safeguarding and child protection) (see statutory policies tracker)	**Determine -** in-line with trust schedule of policies **Review**	**Comply**	**Comply**	**Comply**	**Develop** **Comply**
57	**Managing behaviour, complaints and exclusions**	**Review** - particularly trends in complaints and exclusions, behaviour and pupil wellbeing **Deliver** - trustees disciplinary or complaints panels as required		**Determine** behaviour, complaints and exclusion policies		**Develop** **Comply** **Report**
58	**Setting the approach to directing pupils offsite**	**Review -** the use of alternative provision				**Recommend** **Deliver** **Report**
59	**Setting the school day and school year**	**Determine** in **Consultation** with stakeholders				**Recommend** **Comply**
60	**Setting the uniform policy**			**Determine** **Review**		**Recommend** **Deliver**
62	**Setting approach to staff appointment, dismissal and redundancies,** with regard to statutory requirements	**Review** delivery of policies and recommendations for redundancies	**Determine** policies and procedures **Review**			**Recommend** **Report**

		Trustees	Finance Audit and Risk Committee	Standards and Curriculum Committee	Pay Review Committee	Principal
62	**Appointing senior academy staff**	**Review**				**Deliver** **Consult -** where pratical include a trustee on the recruitment panel
63	**Setting approach to appraisal, performance management and pay reviews**	**Review** outcomes of the performance management and pay review process	**Review** financial implications resulting from the appraisal and performance management process	**Determine** the policies and procedures for appraisal and performance management **Review**	**Ensure** the appraisal policy is being implemented effectively and fairly, ensuring objectives and assessments are moderated and quality assured by reviewing sample performance management reviews, targets and procedures. **Receive** detailed summary analysis of pay awarded at each level and across individual departments and clear indications of where performance pay has not been awarded. **Report** to the board	**Deliver** **Comply** **Report**
64	**Setting HR policies** (see statutory policies tracker)	**Approve** pay policy **Review** **Comply**	**Determine** policies related to staff code of conduct, disciplinary, grievance and capability **Review** **Comply**	**Review** **Comply**	**Recommend** pay policy for Trustee approval. **Review** academy pay structure on an annual basis to consider the impact of any changes to nationally recommended pay rates on the academy budget **Comply**	**Develop** **Deliver** **Comply**
65	**Statutory inflation pay increases**	**Oversee**	**Approve**			**Deliver**

			Trustees	Finance Audit and Risk Committee	Standards and Curriculum Committee	Pay Review Committee	Principal
	66	Setting approach for compensation, severance and early retirement payments	Determine				Recommend