



# **Sola Fide C. of E. Multi Academy Trust**

## **Governance**



# Sola Fide: Capacity Building and Sustainability MAT focused on School Improvement

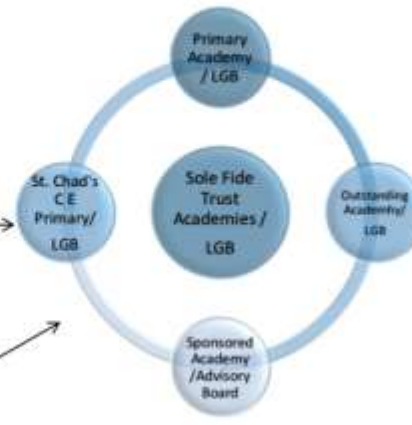
Trust schools have the opportunity to contribute to the school improvement agenda; deployment in conjunction with the Sanctuary learning Centre. This type of collaborative activity not only secures improvement but impacts on teaching and learning within the home school and acts as a means of unique bespoke professional development.



The **Central Strategic Team** is the powerhouse of the MAT. It's the strategic hub, fast paced, forward thinking, interdependent, working collaboratively in a creative, open-minded forum, feeding and informing decision-making within the Board of Directors.



**Quality assurance** is at the heart of all MAT operations. A comprehensive system based on a maturity model has been constructed which encompasses the whole of the MAT network enabling all aspects of the MAT and its work to be effectively and consistently evaluated, including each of the Trust Boards.



There is scope for **outstanding academies** to create mini-hubs taking on responsibility for other local academies.

Sola Fide operates a systematic, supervised **coaching approach** which directly impacts on the culture of the organisation and is in line with the ethics and values of the Church of England Foundation of this MAT. As a mixed MAT, Sola Fide embraces all school types and has a commitment to multi-faith provision.



The **Board of Directors** is the Key decision-making body informed by the Central Strategic Team.

Trust academies have representation on the Board of Directors via the appointment of a Chair of Governors from one of the academies. There is potential for additional representation, particularly when specific skills are required.

## Mixed MAT Governance Structure.

### Members Board: 5 Members

3 Church Representatives:

- Area Deanery
- Diocesan Board of Education
- Local Representative (from one of the Parishes represented within the Trust)

(CEO/Executive Headteacher to attend in advisory capacity)

### Board of Directors: 7 Directors

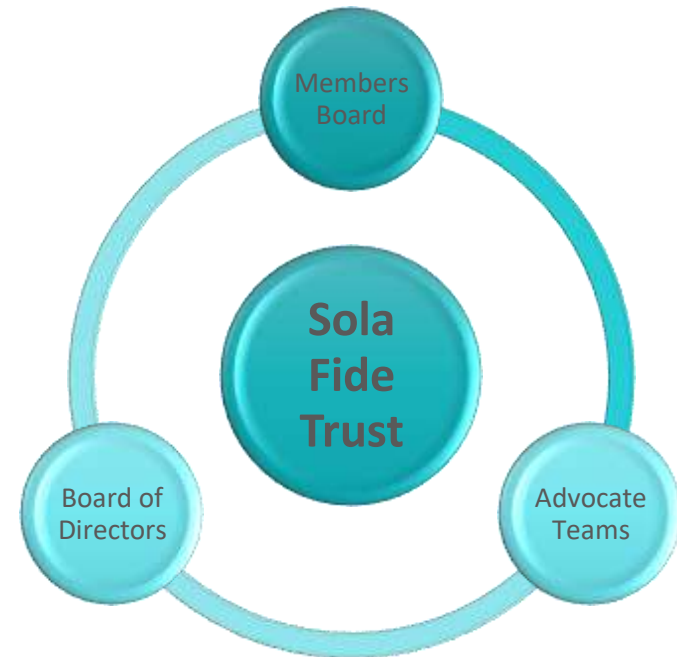
(A Board constructed according to an appropriate skill set).

5 Church Representatives (appointments ratified by Members Board)

CEO/Executive Headteacher

1 Lead Advocate (Good/Outstanding School)

2 Co-opted Directors: Director of Sanctuary Learning Centre plus 1 other.

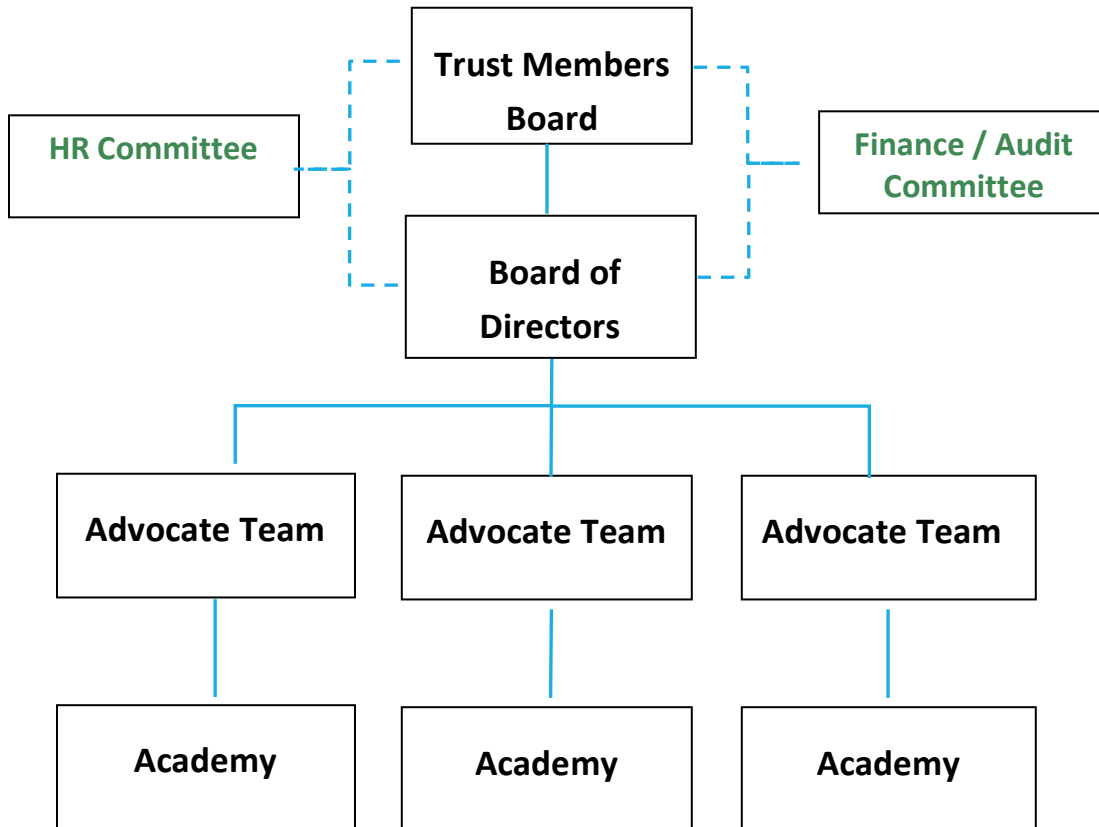


**Advocate Teams:** 5 Advocates supported by Headteacher and other academy personnel as appropriate (7 members in total).

Selection Criteria:

- empathetic towards the principles of the Church of England;
- aligned to the vision and values of the Trust;
- relevant skill set; and
- local perspective (desirable but not essential)

## Accountability Structure



## Summary Roles & Responsibilities

	Trust Members Board	Board of Directors	Advocate Team
Primary Role	The custodians of the Trust bound by Company Law and DFE Guidelines.	Responsible for delivering the Trust's strategy and all management decisions within the academies across the Trust.	Support and monitor the ongoing performance of each academy in delivering its targets and objectives.
Primary Responsibilities	<p>Act as custodians of the ethos of the Trust by managing and developing a Multi-Academy Trust with a designated Church of England religious character.</p> <p>Monitor and challenge the Board in the delivery of:</p> <ul style="list-style-type: none"> <li>◦ Performance</li> <li>◦ Standards</li> <li>◦ Teaching &amp; Learning</li> <li>◦ Strategy</li> </ul> <p>Agree amendments to the Articles of Association.</p> <p>Agree changes to the Board.</p> <p>Act as a "Check &amp; Balance" to the Board.</p>	<p>Act as custodians of the ethos of the Trust by managing and developing a Multi-Academy Trust with a designated Church of England religious character.</p> <p>Setting targets / policy and with responsibility for the management of:</p> <ul style="list-style-type: none"> <li>◦ Admissions</li> <li>◦ Staffing &amp; HR</li> <li>◦ Finance</li> <li>◦ Estate / Premises</li> <li>◦ Curriculum</li> <li>◦ Well Being / Safeguarding</li> <li>◦ Reporting of Results</li> <li>◦ Assessment of Performance</li> <li>◦ Academy Improvement</li> </ul> <p>Development and maintain the strategic plans of the Trust.</p> <p>Establish and maintain governance structures as required by the Articles of Association.</p> <p>Set levels of authorisation with each academy through the scheme of delegation.</p>	<p>Exemplify the ethos and values of Sola Fide Trust whilst maintaining a contextualised community identity.</p> <p>In the context of each individual academy:</p> <p>Support the academy in meeting the safeguarding and educational aims and ambitions of its pupils;</p> <p>Review and support the implementation of the Trust's plans;</p> <p>Oversee the management of the academies finances, including assessing budgets, actual performance and being loyal to Trust policy; (FD Support)</p> <p>Report any issues, concerns or risks to the Board;</p> <p>Input into the Trust's planning and review processes as requested by the Board.</p>

# Board Structure

	Trust Members Board	Board of Directors	Advocate Team
Board Structure	<p><b>5 Members</b></p> <ul style="list-style-type: none"> <li>3 x Church Representatives</li> </ul> <p>Representative selected by:</p> <p>Area Dean Manchester Diocesan Board of Education Local Church</p> <ul style="list-style-type: none"> <li>Chair of Board of Directors</li> <li>Member Appointed by the Board of Directors</li> </ul> <p><i>CEO to attend in an advisory capacity.</i></p>	<p><b>7 Directors</b></p> <ul style="list-style-type: none"> <li>5 x Church Representatives to be elected by the Trust Members.</li> <li>Head Teacher</li> <li>1 Lead Advocate from a Good / Outstanding academy within the Trust appointed by the members.</li> </ul> <p><b>Co-Opted Directors</b></p> <ul style="list-style-type: none"> <li>Director of Finance and</li> <li>Director of the Sanctuary incorporating St. Chad's Teaching School</li> </ul>	<p><b>5 Advocates</b> (supported by Headteachers/relevant academy personnel (+2))</p> <p>5 Team Members empathetic to the principles of the Church of England.</p> <p>Aligned to the Vision and Values of the Trust.</p> <p>Relevant skill set.</p> <p>Local perspective (although not essential).</p>

# Finance and Audit Committee

## Finance and Audit Sub-Committee

### **Terms of Reference:**

Has the delegated authority of the Trust Members Board in relation to all financial matters / decisions as described in the Trust's Finance Policy.

Responsibilities to include:

- Budget Approval
- Review of Financial Performance
- Review of Annual Accounts
- Approval of changes to financial policy.
- Review of financial risks and audit reports.

### **5 Committee Members**

- 1 Trust Board Member (including Chair)
- Head Teacher
- Finance Director
- 2 Board Members

# HR Committee

## HR Committee

**Terms of Reference:** To review, advise and shape the Trust's strategic Human Resource and Personnel plans.

The committee will also support the Board of Directors in Change Management exercises.

The committee will not be involved in the day-to-day management of staff or pay.

Responsibilities to include:

- Organisational structure planning and review
- Succession planning
- Staff Recruitment
- Appraisal
- Review of Human Resource policies and operations
- Review of annual pay policy
- Custodians of compliance, conduct and discipline and health and welfare issues
- Act as panel members for HR related matters
- Undertake Head Teachers annual performance review with recommendation to Trust Members Board.

### 5 Committee Members

- 1 Trust Board Member (including Chair)
- Head Teacher
- Finance Director
- 2 Board Members



# Roles and Functions Matrix

Governance			
Trust Members Board	Board of Directors	Advocate Team	Academy Leadership Group
<p>Determine the educational character, mission and ethos of the Trust.</p> <p>Review and amend the Articles of Association</p> <p>Receive an annual report from the Board of Directors and Head on the Trust's performance.</p> <p>Undertake all required training to comply with "best practice"</p> <p>Attend meetings and actively contribute to the management of the Trust, including volunteering to act as members of sub committees.</p> <p>Elect Chair and Vice Chairs of the Trust Members Board, and elect Chairs of sub committees.</p> <p>Act as custodians of the educational character, mission and ethos of the Trust.</p> <p>Approve the terms of reference for levels of governance within the Trust, including committees and all policies.</p> <p>Maintain registers and minutes of meetings.</p> <p>Undertake training and checks as required to fulfil the role.</p> <p>Maintain the Register of Business Interests.</p>	<p>Determine the educational character, mission and ethos of the Academy Trust.</p> <p>Review and amend the terms of reference for each level of governance within the Trust.</p> <p>Review and amend this Roles and Functions Matrix.</p> <p>Develop the medium to long-term vision of the Trust and academies within it to deliver the Trust's objectives.</p> <p>Review and amend the policies of the Trust</p> <p>Organise and facilitate as required the meetings of each of the Advocate Teams and sub committees.</p> <p>Ensure compliance with DFE governance guidelines including filing all required declarations.</p> <p>Monitor and scrutinise the educational and financial performance of the schools within the Trust.</p> <p>Secure professional advice on behalf of the Trustees as may be requested</p>	<p>Champion the Trust's vision and values in the academy and to encourage the spiritual wellbeing of pupils.</p> <p>Promote the educational character, mission and ethos of the Academy (to the extent that it is not inconsistent with that of the Trust as a whole).</p> <p>Support the academy in securing and achieving a medium to long-term vision, aligned to that of the Trust.</p> <p>Identify Advocates who support the development of specific responsibilities associated with special educational needs, child protection, pupil premium and financial matters.</p> <p>Help secure compliance with Trust policies.</p> <p>Act as a conduit in receiving and effectively communicating back to the Trust pupils, parent and staff feedback.</p> <p>Establish and maintain positive relationships with members of the local community.</p> <p>Maintain registers and minutes of Advocate meetings.</p> <p>Undertake training associated with the role of an Advocate.</p>	<p>Implement the educational character, mission or ethos of the Academy (to the extent that it is not inconsistent with that of the Trust).</p> <p>Attend and support Advocate Meetings sharing relevant updates regarding the impact of the academy.</p> <p>Implement, govern and align themselves with trust-wide policies.</p> <p>Formulate the school's medium to long-term vision.</p> <p>Attend meetings of the Directors providing support, advice and guidance.</p>

# Strategic Planning

Trust Members Board	Board of Directors	Advocate Team	Academy Leadership Group
<p>Develop and approve the Strategic Vision of Sola Fide Trust.</p>	<p>Develop and implement the Trust's strategic plan.</p> <p>Approve the individual academy strategic plans, and provide professional support and encouragement to each academy in developing and implementing the plan.</p> <p>Review all aspects of self-evaluation, providing support and challenge where required.</p>	<p>Oversee in conjunction with academy staff, the implementation of the Board's Strategic vision as it applies to the individual academy.</p> <p>Assist in developing the academies 5-year plan in readiness for the Board of Directors approval.</p> <p>Support and update the Academy's annual plan.</p> <p>Aid the academy by providing a supportive, objective perspective in relation to self-evaluation.</p>	<p>Supported by input from the Advocate Team, take responsibility for developing the Academy's strategic plan, on a long, medium and short-term basis.</p> <p>Use the annual quality assurance report to influence local strategic planning.</p>

# Finance

Trust Members Board	Board of Directors	Advocate Team	Academy Leadership Group
<p>Legally responsible for the Assets of the Trust.</p> <p>Appoint external auditors.</p> <p>Sign off annual accounts and report.</p> <p>Approve the financial scheme of delegation.</p> <p>Appoint a Finance and Audit Committee.</p> <p>Approve the annual budget for the Trust.</p> <p>Approve any significant changes to the approved budget.</p> <p>Monitor income, expenditure, cash flow and balance sheet of the Trust.</p> <p>Ensure proper financial controls are in place.</p> <p>Maintain a register of business interests.</p> <p>Adopt a Trust-wide procurement policy.</p> <p>Authorise contracts, invoices and orders within delegated limits.</p>	<p>Prepare annual accounts and report.</p> <p>Prepare the annual budget for the Trust.</p> <p>Review, amend and propose the Financial Scheme of Delegation.</p> <p>Review, amend and propose the Trust's finance related policies.</p> <p>Establish a charging and remissions policy and to keep this under review.</p> <p>Implement and manage financial controls.</p> <p>Prepare monitoring reports for the Trustees.</p> <p>Executive Head to act as the Accounting Officer.</p> <p>Manage the day-to-day finances of the Trust including the allocation of budgets and funds.</p> <p>Monitor the income, expenditure, cash flow and balance sheet of the Trust</p> <p>Develop the Trust's strategic financial plan.</p> <p>Authorise contracts, invoices and orders within delegated limits.</p>	<p>Identify an Advocate with financial acumen.</p> <p>Assist the academy to review and recommend the annual budget to the Board.</p> <p>Aid in monitoring the income, expenditure and cash flow of an Academy.</p> <p>Assist in identifying any variances from the budget; manage and report observations to the Finance Director.</p> <p>Collaborate with the academy in securing proper financial controls.</p> <p>Support the Trust's finance policies and report any breaches to the Finance Director.</p> <p>Assist the academy in the authorisation of contracts, invoices and orders within delegated limits.</p> <p>Cooperate with the Board in its monitoring and evaluation of the delivery of any central services and functions provided or procured by the Trust for the Academy.</p> <p>Assist the Board in the development of the Trust's strategic plan.</p>	<p>Ensure the preparation of the annual budget for the Academy with the assistance of relevant staff. Review and recommend the budget to the board.</p> <p>Monitor the income, expenditure and cash flow of the Academy.</p> <p>Prepare monitoring reports for discussion at Advocate Team Meetings.</p> <p>Ensure proper financial controls are in place at the Academy.</p> <p>Communicate and govern Trust finance related policies within the Academy.</p> <p>Authorise contracts, invoices and orders within delegated limits.</p> <p>Maintain the security of Trust property, avoiding loss or damage, ensuring economy and efficiency in the use of resources and for conformity with the requirements of the academy's financial procedures.</p>

## Finance / Contracts

Trust Members Board	Board of Directors	Advocate Team	Academy Leadership Group
<p>Adopt a Trust-wide procurement policy.</p> <p>Set the delegated levels of authority for contracts.</p> <p>Review and approve contracts according to the delegated levels of authority.</p>	<p>Propose the Trust-wide procurement policy.</p> <p>Propose the delegated levels of authority for contracts.</p> <p>Review and approve contracts according to the delegated levels of authority.</p> <p>Review Trust opportunities for collaborative procurement.</p> <p>Actively manage existing and new contracts to optimise the services procured by the Trust.</p>	<p>Assist the academy in reviewing and approving contracts in line with their delegated levels of authority.</p> <p>Cooperate with the Board and academy leadership in its monitoring and evaluation of the delivery of any central services and functions provided or procured by the Trust for the Academy.</p>	<p>Review and approve contracts according to the delegated levels of authority.</p> <p>Support the Board in its monitoring and evaluation of the delivery of any central services and functions provided or procured by the Trust for the Academy.</p> <p>Review and approve contracts according to the delegated levels of authority.</p> <p>Support the Board in its monitoring and evaluation of the delivery of any central services and functions provided or procured by the Trust for the Academy.</p>

# Complaints

Trust Members Board	Board of Directors	Advocate Team	Academy Leadership Group
<p>Ensure there is a comprehensive complaints procedure implemented across the Trust, including an appropriate escalation and appeals process.</p> <p>Review on an annual basis all complaints received in relation to the Trust and the individual academies.</p>	<p>Is responsible for monitoring statutory compliance in relation to complaints, aligned to Trust policy.</p> <p>Provides guidance and policy with respect to the handling of complaints.</p> <p>Receives regular reports from the Academy Leadership Group of all complaints, with referral to appropriate personnel.</p> <p>Is responsible for managing and hearing any appeals as part of the complaints process.</p>	<p>Assist the academy in ensuring compliance with guidance and policies with respect to the handling of complaints.</p> <p>Receive regular updates from the Academy Leadership Group of all complaints, with referral to appropriate personnel.</p>	<p>Ensures compliance with guidance and policies with respect to the handling of complaints.</p> <p>Report any complaints to the appropriate body aligned to Trust policy.</p>

# Curriculum and Standards

Trust Members Board	Board of Directors	Advocate Team	Academy Leadership Group
<p>Approve a Trust-wide curriculum policy to ensure provision of a balanced and broadly-based curriculum.</p> <p>Approve a Trust-wide policy on religious education and collective acts of worship, setting the spiritual, moral and cultural development of children.</p> <p>Receive an annual report from the Board on standards and performance.</p>	<p>Determine a Trust-wide curriculum policy to ensure provision of a balanced and broadly-based curriculum.</p> <p>Determine a Trust-wide policy on religious education and collective acts of worship, setting the spiritual, moral and cultural development of children.</p> <p>Monitor statutory compliance with respect to EYFS on behalf of the Trust. (Has responsibility for knowing, understanding, challenging and advising on the quality of the Academies EYFS provision).</p> <p>Ensure effective processes are in place for monitoring the quality assurance of teaching and learning, the curriculum, inclusion and the sharing of good practice across the Trust</p> <p>Receive a termly report from the Academy Head Teachers regarding standards and report areas of concern to the Trust Members Board.</p> <p>Prepare an annual Trust Development Plan for approval by the Trust Members Board highlighting lessons learned and target areas for improvement.</p>	<p>Promote the formulation of a curriculum proposed by the Headteacher (to the extent that it is consistent with the Trust-wide policy).</p> <p>Assist in ensuring effective processes are in place for monitoring the quality assurance of teaching and learning, the curriculum, inclusion and the sharing of good practice across the Academy.</p> <p>Support the academy to effectively monitor performance in relation to pupil achievement and progress against targets.</p> <p>Assist the academy to develop, monitor and get approval for the Academy Development Plan from the Directors Board.</p> <p>Select an Advocate who can support the development of EYFS, meeting with the EYFS coordinator where appropriate, and gaining an understanding of the quality of the academies EYFS provision.</p>	<p>Ensure the curriculum is delivered at the Academy including compliance with any funding agreement requirements.</p> <p>Set targets for pupil achievement and progress and monitor against targets.</p> <p>Report termly KPI figures to the Board and the Advocate Team relating to standards.</p> <p>Prepare and monitor an annual Academy Development Plan for approval by the Directors Board.</p> <p>Implement the Trust-wide curriculum and religious education and collective acts of worship policy.</p> <p>Implement target setting for pupil achievement and report progress against targets.</p> <p>Is responsible for the accurate self-assessment and evaluation of EYFS, and for implementing a subsequent plan of action.</p>

## Special Educational Needs (SEN)

Trust Members Board	Board of Directors	Advocate Team	Academy Leadership Group
<p>Approve a Trust-wide SEN and Disability Discrimination Act policy.</p> <p>Promote an educational environment where all children have equal access to an appropriate educational provision.</p>	<p>Propose a Trust-wide SEN and Disability Discrimination Act policy.</p> <p>Promote an educational environment where all children have equal access to an appropriate educational provision.</p> <p>Review adherence to the Trust-wide policy and performance across the Trust for identification of any areas of concern for referral to the Trust Members Board</p> <p>Ensure the implementation of the Trust's SEN and Disability Discrimination Act policy in conjunction with the academies leadership group.</p>	<p>Help the Academy Leadership Group to promote an educational environment where all children have equal access to an appropriate educational provision.</p> <p>Identify an Advocate who promotes SEN and inclusion.</p> <p>Aid the implementation of the Trust's SEN and Disability Discrimination Act policy in conjunction with the academies leadership group.</p>	<p>Deliver an educational environment where all children have equal access to an appropriate educational provision.</p> <p>Designate a Teacher to be responsible for coordinating SEN provision.</p> <p>Liaise with the local authority in respect of students who have (or might have) SEN.</p> <p>Make provision for SEN pupils with or without a Statement or Education, Health and Care plan.</p> <p>Ensure compliance with the Disability Discrimination Act requirements within the Academy</p> <p>Implement the Trust-wide SEN Policy.</p>

# Safeguarding

Trust Members Board	Board of Directors	Advocate Team	Academy Leadership Group
<p>Review procedures are in place for safeguarding and on matters as they arise.</p>	<p>Adopt a Trust-wide Safeguarding and Child Protection policy.</p> <p>Review performance across the region for identification of any areas of concern.</p> <p>Report to the Trust Members Board on the procedures in place for safeguarding and on matters as they arise.</p> <p>Ensure all Board Members have the appropriate child protection checks and are recorded on the Single Central Record.</p>	<p>Identify an Advocate who focusses on safeguarding and works in conjunction with the Academy Leadership Group in ensuring everyone is fully briefed on safeguarding and child protection, undertaking Safer Recruitment training.</p> <p>Receives summary reports, including child protection, social interaction (behavior), exclusions, attendance in order to ensure there is a comprehensive awareness of the Academy's activity in this area ensuring the Team's ongoing help and support.</p> <p>Help the Academy Leadership Group to implement, monitor and adhere to the Trusts Safeguarding and Child Protection Policy.</p> <p>Ensure all Advocates have the appropriate child protection checks and are recorded on the Single Central Record.</p>	<p>Communicate and implement the Trust Safeguarding and Child Protection Policy within the Academy.</p> <p>Appoint a designated teacher to support looked after children and to ensure the role is compliant with statutory guidance.</p> <p>Maintain the single central record.</p> <p>Approve off-site visits for pupils of more than 24 hours.</p> <p>Report any safeguarding matters to the Board of Directors.</p> <p>Implement the Safeguarding and Child Protection Policy within the Academy.</p> <p>Ensure all staff are adequately trained and supported in relation to the latest safeguarding guidelines.</p> <p>Ensure all Safeguarding data, returns and audits are completed accurately according to the requested timelines.</p>



## Social Interaction (Behaviour)

Trust Members Board	Board of Directors	Advocate Team	Academy Leadership Group
<p>Promote and support a positive approach to social interaction across the Trust.</p>	<p>Promote and support a positive approach to social interaction across the Trust.</p> <p>Role model positive interactions in line with the Trust's ethos and values of love and service.</p> <p>Adopt a Trust-wide 'Encouraging Positive Social Interaction Policy.'</p> <p>Convene a committee to review any exclusion of a pupil.</p> <p>Review the use of exclusions across the Trust as a strategy for inclusion.</p> <p>Review relevant Trust documentation in order to identify any areas of concern.</p>	<p>Promote and support a positive approach to social interaction within the Academy.</p> <p>Role model positive interactions in line with the Trust's ethos and values of love and service.</p> <p>Support the academy in its implementation of the Trusts 'Encouraging Positive Social Interaction Policy.'</p>	<p>Promote and support a positive approach to social interaction within the Academy.</p> <p>Role model positive interactions in line with the Trust's ethos and values of love and service.</p> <p>Implement and communicate the Trust's 'Encouraging Positive Social Interaction Policy.'</p> <p>Exclude a pupil for a fixed term, or as a last resort, permanently.</p>

# Admissions

Trust Members Board	Board of Directors	Advocate Team	Academy Leadership Group
	<p>Adopt a Trust-wide Admissions Policy.</p> <p>Ensure effective arrangements are in place for pupil recruitment.</p> <p>Create a strategic Admissions Policy linked to the Trusts Financial Plans.</p> <p>Provide oversight of and support the implementation of the admissions arrangements across Trust.</p> <p>Review appeal cases as required.</p>	<p>Assist the Academy Leadership Group in undertaking consultation, publishing admissions and determining arrangements as required in accordance with the Academy Admissions and Appeals Codes.</p> <p>Aid with the implementation of the Trust's Admission Policy.</p> <p>Help the Academy Leadership Group plan for determining admissions and hearing admission appeals.</p> <p>Assist in ensuring effective arrangements are in place for pupil recruitment.</p> <p>Contribute to the development of the Academy prospectus.</p>	<p>Provide direction to the Advocate Team as to requirements under the Academy Admissions and Appeals Codes.</p> <p>Ensure communication of and compliance with the Trust's Admission Policy.</p> <p>Plan for determining admissions and hearing admission appeals.</p> <p>Participate in local admissions forum.</p> <p>Ensure participation in the fair access protocol.</p>

# Staffing

Trust Members Board	Board of Directors	Advocate Team	Academy Leadership Group
<p>Appoint a HR committee.</p> <p>Review and approve Trust staff policies and procedures.</p> <p>Appoint, suspend and dismiss the CEO/Executive Headteacher.</p> <p>Conduct the appraisal review of the CEO/Executive Headteacher.</p> <p>Provide support to the Board with change management processes.</p>	<p>Propose Trust-wide staff policies and procedures.</p> <p>Determine the senior leadership and non-teaching structures for each Academy.</p> <p>Advise the Trustees on suitable Trust-wide policies and procedures and to ensure their effective implementation.</p> <p>Monitor and review staffing changes across the Trust.</p> <p>Appoint, suspend and dismiss members of the Academy Leadership Group.</p> <p>Conduct the appraisal of the Academy Head Teachers.</p> <p>Develop and review staff structures across the Trust.</p>	<p>Assist, where required, in the process of appointing members of the Academy Leadership Group as requested by the Board of Directors.</p> <p>Aid the Board of Directors, where required, in the appraisal of the Head Teacher.</p> <p>Support the Head Teacher, where required, in the development, management and review of staffing structures, (aligned to any proposal from the Board) including supporting the appointment of Academy staff to ensure that the Academy is fully staffed in accordance with that structure.</p> <p>Assist the Academy Leadership Group in implementing the Trust's policies on all HR matters and help them in their adherence throughout the Academy.</p>	<p>Propose staffing requirements within each Academy and budget</p> <p>Communicate to staff and implement the Trust-wide policies and procedures in the Academy.</p> <p>Appoint teaching and non-teaching staff.</p> <p>Suspend or dismiss teaching and non-teaching staff in consultation with the Board of Directors.</p> <p>Conduct the appraisal of staff in the Academy</p> <p>Approve applications for early retirement, secondment and leave of absence.</p> <p>Implement the Trust-wide policies and procedures in the Academy.</p> <p>Assist in the appointment of teaching and non-teaching staff as requested by the Headteacher.</p>

# Information Management and Communication

Trust Members Board	Board of Directors	Advocate Team	Academy Leadership Group
	<p>Ensure compliance with statutory requirements in relation to information provided to parents, regulators and other parties in relation to the trust and individual academies.</p> <p>Is responsible for the information, and the quality of the information, that is communicated by the Trust and individual Academies.</p> <p>Adopt data protection policies and procedures to cover the use and storage of information.</p> <p>Ensure compliance with all data protection legislation and good practice across the Academies.</p> <p>Support the individual academies on the effective safe storage of data.</p> <p>Maintain accurate and secure staff records for the Board of Directors.</p> <p>Ensure registration with the Information Commissioner's Office is up to date.</p> <p>Report any data breaches and outcome to the Trust Members Board.</p>	<p>Assist the Academy Leadership Group in ensuring the effective implementation of data protection policies and procedures in the Academy.</p> <p>Assist the Academy Leadership Group to ensure systems are in place, in line with the Trust's strategy, at the Academy for effective communication with pupil, parents or carers, staff and the wider community including the support of a local parent fund-raising (if established).</p>	<p>Ensure the publication of Academy information, ensuring that all electronic communication, including web pages, are up to date.</p> <p>Ensure all information communicated by the Academy is accurate and of a high quality.</p> <p>Maintain accurate and secure pupil records.</p> <p>Maintain accurate and secure staff records for the Academy.</p> <p>Ensure the communication of and compliance with all data protection legislation and Trust policy aligned to good practice in the Academy.</p> <p>Report any potential data breaches to the Board.</p> <p>Implement the Trust-wide policies and procedures in the Academy and report any suspected breaches to the Head Teacher.</p>

## Health, Safety, Risks and Estates

Trust Members Board	Board of Directors	Advocate Team	Academy Leadership Group
<p>Review risk management and maintain a Risk Register.</p> <p>Approve insurance arrangements.</p> <p>Review and maintain a Buildings Strategy and asset management planning arrangements.</p> <p>Adopt a Trust-wide Health and Safety policy.</p> <p>Adopt a Trust-wide Lettings policy.</p> <p>Adopt a Trust-wide Security policy.</p>	<p>Manage and update the Risk Register in consultation with the Trust Members Board.</p> <p>Arrange insurance for the Trust.</p> <p>Develop and implement a Buildings Strategy and asset management plan.</p> <p>Develop and implement a Trust-wide Health and Safety policy.</p> <p>Develop and implement a Trust-wide Lettings policy.</p> <p>Develop and implement a Trust-wide Security policy.</p> <p>Review and respond to any risks identified via the Advocate Board.</p>	<p>Identify an Advocate with a focus on Health and Safety.</p> <p>Assist the Academy Leadership Team to review the risk register of the Academy and in the preparation of a Risk Report for the Board of Directors.</p> <p>Help to implement the Trust's Buildings, Asset Management, Health &amp; Safety and Lettings policies / plans.</p>	<p>Prepare the risk register for the Directors Board.</p> <p>Monitor and maintain a record of accidents and agree appropriate actions.</p> <p>Ensure suitable risk assessments are prepared and appropriate actions taken.</p> <p>Review security of premises and equipment.</p> <p>Implement and communicate to staff the Trust's Buildings, Asset Management, Health &amp; Safety and Lettings policies / plans.</p> <p>Implement the Trust's Buildings, Asset Management, Health &amp; Safety and Lettings policies / plans.</p> <p>Make requests to the Board of Directors, for approval regarding additional funding and works in relation to site development and maintenance, in excess of those including in the annual budget plan.</p>