HORIZONS EDUCATION TRUST

Scheme of Delegation
September 2026

Governance	Trustees are accountable for:	CEO & Executive Team are responsible for:	Headteachers are responsible for:	Local Governance Committees (LGC) are responsible for:
How the Trust operates/functions with regard to Governance				
Trust Ethos, Vision & Values	Determining and safeguarding the Trust's ethos, vision and values, ensuring they remain central to governance, strategy and decision-making.	Championing and embedding the Trust's ethos, vision and values across the organisation through strategic leadership and organisational culture.	Promoting and embedding the Trust's ethos, vision and values through academy leadership, culture and day-to-day practice.	Championing the Trust's ethos, vision and values locally through effective governance, support and challenge.
Commitment to Governance	Safeguarding the Trust's charitable purpose, acting as stewards of the Trust's long-term sustainability and ensuring decisions reflect responsibility to current and future pupils, staff and communities.	Embedding the Trust's values, culture and long-term strategic priorities through effective leadership, stewardship and responsible use of public resources.	Demonstrating commitment to the Trust's values through effective leadership, professional integrity and the delivery of high-quality education.	Supporting the Trust's values through effective local governance, maintaining a long-term commitment to the academy and its community.
Governance Structure & Delegation	Determining the Trust's governance structure, approving the Scheme of Delegation and Terms of Reference, and reviewing governance arrangements regularly to ensure they remain effective.	Implementing and operating within the approved governance framework, supporting its effective operation and recommending improvements where appropriate.	Operating within the approved governance framework and exercising delegated authority appropriately.	Exercising delegated authority in accordance with the Scheme of Delegation and approved Terms of Reference.

Committee & Governance Groups	Establishing Board committees, Local Governance Committees and other governance groups, approving their Terms of Reference and reviewing their effectiveness.	Supporting the effective operation of governance committees and recommending governance arrangements that strengthen oversight and assurance.	Engaging constructively with governance committees and supporting effective governance arrangements where required.	Participating effectively within committee structures and fulfilling delegated governance responsibilities.
Trustee Succession & Governance Capacity	Ensuring appropriate Trustee succession planning, Board composition and recruitment to maintain an appropriate balance of skills, knowledge, experience and diversity.	Supporting governance succession planning and providing advice regarding future governance capacity and organisational needs.	Supporting leadership succession planning within the academy and identifying future leaders where appropriate.	Supporting succession planning through governance self-evaluation and identifying future governance capacity needs where appropriate.
Governance Standards & Code of Conduct	Approving the Governance Code of Conduct, Governance Handbook and governance standards, ensuring high standards of integrity, transparency and accountability.	Maintaining governance policies, guidance and standards and ensuring appropriate support is available to enable effective governance.	Operating in accordance with the Trust's governance expectations and supporting effective governance arrangements.	Complying with the Governance Code of Conduct and maintaining the standards expected of those exercising delegated governance responsibilities.
Board Assurance & Risk	Determining the Trust's approach to governance assurance, reviewing the Strategic Risk Register and receiving assurance that principal risks are identified and effectively managed.	Maintaining governance assurance arrangements, coordinating the Strategic Risk Register and reporting significant governance and organisational risks to Trustees.	Managing operational risks within the academy, maintaining appropriate local controls and reporting significant risks to the Executive Team.	Providing local assurance through effective scrutiny, support and challenge, escalating significant risks and concerns where appropriate.

Governance Communication & Information	Receiving assurance that governance information is timely, accurate, balanced and sufficient to support effective strategic decision-making.	Providing timely, accurate and evidence-informed reports, information and communications to enable effective governance and informed decision-making.	Providing accurate and timely academy information to support governance, assurance and effective oversight.	Reviewing governance information critically, seeking clarification where appropriate and using information to provide effective support and challenge.
Governance Administration & Support	Ensuring appropriate governance support, administration and record-keeping arrangements are in place to enable effective governance and statutory compliance.	Securing appropriate governance administration, systems, meeting support and governance records to ensure effective operation of governance across the Trust.	Supporting governance through timely provision of information, attendance at meetings and engagement with governance processes.	Engaging fully with governance processes, preparing appropriately for meetings and fulfilling delegated governance responsibilities.
Induction, Training & Development	Ensuring Trustees and governors receive appropriate induction, mandatory training and continuing development to fulfil their governance responsibilities effectively.	Providing induction, governance training, briefings and ongoing development opportunities for Trustees and governors.	Supporting governors' understanding of the academy through induction, academy visits, briefings and access to relevant leaders and information.	Completing mandatory training, engaging in continuing professional development and maintaining the knowledge and skills required to fulfil governance responsibilities effectively.
Governance Effectiveness & Continuous Improvement	Evaluating the effectiveness of governance arrangements, Board performance, committee structures and governance practice, acting upon findings to	Supporting governance reviews, self-evaluation and external review processes, implementing agreed improvements where appropriate.	Contributing to governance reviews and implementing agreed improvements arising from governance evaluation.	Participating in governance self-evaluation, external review and continuous improvement activities.

	secure continuous improvement.			
Governance Representation & External Scrutiny	Ensuring governance is represented appropriately during inspection, external review and regulatory scrutiny.	Coordinating governance engagement during inspection, external review and regulatory activity, supporting the Board where required.	Supporting inspection and external review activity, explaining academy governance arrangements and providing evidence where appropriate.	Contributing to inspection and external scrutiny where requested, explaining the role and impact of local governance.
Transparency & Governance Records	Ensuring transparency, accountability and probity through the maintenance of appropriate governance records, declarations and statutory disclosures.	Maintaining governance records, declarations, registers and statutory governance information in accordance with legislative and Trust requirements.	Providing information required to support governance records, declarations and statutory reporting.	Completing declarations, maintaining required governance records and notifying changes promptly in accordance with Trust requirements.

Strategy	**Trustees are accountable for:**	**CEO & Executive Team are responsible for:**	**Headteachers are responsible for:**	**Local Governance Committees (LGC) are responsible for:**
How the Trust determines its strategic direction, priorities and objectives over the medium and long term.				
Strategic Direction	Determining the Trust's strategic direction, long-term priorities and objectives, ensuring they reflect the Trust's charitable purpose, vision and ambition for all pupils.	Developing strategic proposals and advising Trustees on future priorities, leading implementation of the Board's agreed strategy across the Trust.	Implementing the Trust's strategic priorities within the academy and aligning leadership, resources and provision accordingly.	Seeking assurance that academy priorities reflect the Trust's strategic direction and providing local support and challenge.

Strategic Planning	Approving the Trust's Strategic Development Plan and reviewing progress against agreed strategic priorities.	Developing, implementing and monitoring the Trust's Strategic Development Plan, reporting progress and recommending amendments where appropriate.	Developing and implementing the Academy Development Plan (ADP) in alignment with the Trust's Strategic Development Plan.	Monitoring implementation of the Academy Development Plan and seeking assurance that delivery supports Trust priorities.
Strategic Performance & KPIs	Determining the strategic measures of success, reviewing organisational performance and evaluating whether the Trust's strategic priorities remain appropriate.	Developing, monitoring and reporting on Trust-wide Key Performance Indicators that measure delivery of the Trust's strategic objectives.	Contributing to academy-level performance measures aligned with Trust priorities and delivering agreed outcomes.	Reviewing academy performance against agreed measures and providing support and challenge where progress falls below expectations.
Self-Evaluation & Strategic Improvement	Receiving assurance that robust self-evaluation informs strategic decision-making and continuous improvement across the Trust.	Establishing Trust-wide expectations for self-evaluation and improvement planning, moderating academy evaluations and providing quality assurance.	Maintaining an accurate and evidence-informed Self Evaluation Form (SEF) and using it to inform strategic improvement planning.	Seeking assurance that academy self-evaluation is accurate, evidence-informed and supports effective improvement planning.
Strategic Decision-Making	Taking strategic decisions regarding the future development, growth and sustainability of the Trust, informed by appropriate evidence, assurance and professional advice.	Providing strategic advice, analysis and recommendations to support Trustee decision-making and implementing approved decisions across the Trust.	Providing evidence, intelligence and professional advice to inform Trust strategic decision-making where appropriate.	Providing local intelligence and community insight to inform strategic discussions where appropriate.

Review & Continuous Development	Reviewing the effectiveness of the Trust's strategy regularly, responding to emerging opportunities, risks and changes in the educational landscape.	Monitoring external developments, educational policy and organisational performance, recommending changes to strategy where appropriate.	Reviewing academy priorities regularly and adapting delivery to support evolving Trust strategy.	Providing local feedback on the effectiveness of strategy implementation and identifying emerging opportunities or concerns.

HORIZONS EDUCATION TRUST

Scheme of Delegation
September 2026

Policy	Trustees are accountable for:	CEO & Executive Team are responsible for:	Headteachers are responsible for:	Local Governance Committees (LGC) are responsible for:
How the Trust develops, approves, implements and monitors policies to promote consistent standards, statutory compliance and strong academy cultures.				
Trust Policy Framework	Approving the Trust-wide framework of policies, procedures and standards that support statutory compliance, effective governance and a consistent culture across the Trust.	Developing, maintaining and implementing Trust policies, procedures and guidance that reflect legislation, statutory guidance and Trust priorities.	Implementing Trust policies consistently within the academy and ensuring day-to-day practice reflects Trust expectations.	Understanding Trust policies relevant to their delegated responsibilities and seeking assurance that they are implemented effectively within the academy.
Policy Development & Review	Approving policies reserved to the Board and ensuring an effective programme of policy review is maintained.	Developing policies for Trustee approval where required, maintaining the Trust's policy review schedule and ensuring policies remain current and compliant.	Reviewing academy procedures to ensure continued alignment with Trust policy and implementing changes promptly.	Monitoring implementation of relevant policies within the academy and reporting concerns or exceptions to the Executive Team.
Statutory Policies	Approving statutory policies reserved to the Board and receiving assurance that all statutory requirements are met across the Trust.	Maintaining statutory policies, monitoring legislative changes and ensuring Trust documentation remains compliant.	Implementing statutory policies and ensuring legal and regulatory requirements are met within the academy.	Seeking assurance that statutory policies are implemented effectively within the academy.
Operational Procedures	Ensuring appropriate operational frameworks exist to support effective governance, compliance and consistent standards across the Trust.	Developing and maintaining operational procedures, guidance and model documentation to support consistent implementation across academies.	Ensuring academy procedures reflect current Trust guidance and are implemented consistently by staff.	Seeking assurance that operational procedures support effective academy practice and align with Trust expectations.

Policy Compliance & Assurance	Receiving assurance that Trust policies are implemented consistently and effectively across all academies.	Monitoring policy implementation, identifying areas of non-compliance and reporting significant issues to Trustees.	Monitoring compliance with Trust policies within the academy and taking prompt action where improvements are required.	Monitoring policy implementation within the academy, providing support and challenge, and escalating concerns where necessary.

Compliance	Trustees are accountable for:	CEO & Executive Team are responsible for:	Headteachers are responsible for:	Local Governance Committees (LGC) are responsible for:
How the Trust ensures compliance with its legal, regulatory & governance responsibilities.				
Data Protection Governance	Ensuring the Trust complies with all applicable data protection legislation and receives assurance that effective information governance arrangements are in place.	Establishing, implementing and monitoring Trust-wide data protection arrangements, including oversight of data protection compliance and incident management.	Ensuring the academy complies with Trust data protection policies, procedures and statutory requirements.	Seeking assurance that data protection requirements are implemented effectively within the academy and escalating concerns where appropriate.
Data Protection Officer (DPO)	Ensuring the Trust appoints an appropriately qualified and independent Data Protection Officer (DPO).	Appointing and supporting the DPO, ensuring effective Trust-wide data protection arrangements and responding appropriately to advice and recommendations.	Working with the DPO and implementing actions required to maintain compliance within the academy.	Seeking assurance that academy leaders engage appropriately with the DPO and respond to recommendations where necessary.
Data Protection Leadership	Receiving assurance that appropriate leadership arrangements support effective data protection compliance across the Trust.	Supporting academy Data Protection Leads (DPLs), providing guidance, training and operational oversight.	Appointing a suitably trained Data Protection Lead (DPL) and ensuring sufficient time, authority and resources to fulfil the role effectively.	Seeking assurance that appropriate data protection leadership arrangements are in place within the academy.
Data Protection Policies & Procedures	Approving the Trust's data protection framework and receiving assurance that policies remain compliant and effective.	Developing, reviewing and maintaining Trust data protection policies, procedures and guidance, ensuring statutory documentation	Implementing Trust data protection policies and ensuring staff understand and follow required procedures.	Understanding relevant Trust data protection policies and seeking assurance that they are implemented effectively within the academy.

		is published where required.		
Data Breaches & Regulatory Reporting	Receiving assurance that effective arrangements exist to identify, investigate and manage data protection breaches.	Determining the Trust's response to data breaches, including reporting to the Information Commissioner's Office (ICO) where required, and monitoring implementation of corrective actions.	Reporting actual or suspected data breaches promptly in accordance with Trust procedures and cooperating fully with investigations.	Seeking assurance that appropriate arrangements exist for reporting and managing data breaches within the academy.
Monitoring, Audit & Continuous Improvement	Receiving assurance regarding Trust-wide data protection compliance and the effectiveness of assurance arrangements.	Coordinating data protection audits, monitoring compliance, sharing learning and ensuring identified improvements are implemented across the Trust.	Supporting audits, implementing recommendations promptly and maintaining effective compliance arrangements within the academy.	Seeking assurance that audit recommendations are addressed and that leaders maintain effective data protection compliance.
Training & Awareness	Receiving assurance that effective arrangements exist to promote data protection awareness across the Trust.	Providing Trust-wide training, guidance and resources to support compliance with data protection legislation.	Ensuring staff complete required training and understand their responsibilities regarding data protection and information security.	Seeking assurance that appropriate staff training and awareness arrangements are maintained within the academy.
Public Sector Equality Duty (PSED)	Ensuring the Trust complies with the Public Sector Equality Duty, including approving equality objectives and receiving assurance that equality information is reviewed in accordance	Supporting academies to comply with the Public Sector Equality Duty through guidance, monitoring and reporting.	Ensuring the academy complies with the Public Sector Equality Duty and that equality information and objectives are reviewed and published as required.	Seeking assurance that the academy complies with its duties under the Public Sector Equality Duty.

	with statutory requirements.			
Governance Compliance	Ensuring effective governance compliance arrangements operate across the Trust.	Maintaining governance compliance processes and supporting governors to meet Trust governance requirements.	Supporting effective governance arrangements within the academy through timely information and compliance with governance processes.	Complying with Trust governance requirements, including completion of the Code of Conduct, declarations of interest, DBS requirements, mandatory training and safeguarding documentation.
Scheme of Delegation	Reviewing and approving the Scheme of Delegation annually and/or following any significant change to the Trust's organisational or leadership structure.	Maintaining, reviewing and updating the Scheme of Delegation for Trustee approval and ensuring it reflects the Trust's governance arrangements.	Operating within the delegated authority set out in the Scheme of Delegation.	Operating within the delegated authority set out in the Scheme of Delegation.

Risk Management	Trustees are accountable for:	CEO & Executive Team are responsible for:	Headteachers are responsible for:	Local Governance Committees (LGC) are responsible for:
How the Trust identifies, manages and monitors strategic and operational risks to achieve its objectives and safeguard pupils, staff and public resources.				
Strategic Risk Management	Determining the Trust's approach to risk management and receiving assurance that significant risks are identified, managed and monitored effectively across the Trust.	Developing and maintaining arrangements for identifying, assessing, managing and reporting strategic and operational risks across the Trust.	Identifying, managing and reporting operational risks within the academy, implementing appropriate mitigation and controls.	Seeking assurance that significant operational risks are identified and managed appropriately within the academy, escalating concerns where necessary.
Strategic Risk Register	Reviewing the Trust's Strategic Risk Register and holding the Chief Executive to account for the effective management of the Trust's principal risks.	Maintaining the Strategic Risk Register, ensuring risks are regularly reviewed, appropriate controls are implemented and significant changes are reported to Trustees.	Reporting significant operational risks to the Executive Team to inform the Strategic Risk Register where appropriate.	Raising significant local risks or emerging concerns with the Executive Team through established governance arrangements.
Internal Control & Assurance	Receiving assurance that appropriate systems of internal control, audit and assurance operate across the Trust.	Monitoring the effectiveness of internal controls, coordinating assurance activity and implementing improvements where required.	Maintaining effective local controls and supporting internal reviews, audits and assurance activities.	Seeking assurance that appropriate internal controls operate within the academy through support, scrutiny and challenge.
Business Continuity & Resilience	Receiving assurance that the Trust maintains appropriate business continuity arrangements to support continued	Developing, maintaining and coordinating Trust business continuity arrangements and supporting academies in	Maintaining academy business continuity arrangements and responding effectively to operational disruption in	Seeking assurance that appropriate business continuity arrangements exist within the academy.

	operation during significant disruption.	responding to major incidents.	accordance with Trust procedures.	
Risk Reporting & Escalation	Receiving assurance regarding the Trust's principal risks and holding the Chief Executive to account for the effectiveness of risk management arrangements.	Reporting significant strategic and operational risks to Trustees, coordinating mitigation actions and escalating emerging risks where appropriate.	Reporting significant risks, incidents and emerging issues promptly to the Executive Team and implementing agreed mitigation actions.	Escalating significant concerns identified through governance activity to the Executive Team and seeking assurance that appropriate action has been taken.

Safeguarding & Child Protection	**Trustees are accountable for:**	**CEO & Executive Team are responsible for:**	**Headteachers are responsible for:**	**Local Governance Committees (LGC) are responsible for:**
How the Trust ensures safeguarding is at the heart of everything we do because "it is happening here", creating a culture where every child is protected, listened to and able to thrive.				
Safeguarding Policies & Framework	Approving the Trust-wide safeguarding and child protection policies and strategic framework to ensure the welfare of all pupils is protected.	Developing, maintaining and implementing safeguarding and child protection policies, procedures and guidance in line with statutory requirements and national guidance.	Implementing Trust safeguarding and child protection policies and procedures within the academy.	Seeking assurance that safeguarding and child protection policies are implemented effectively within the academy.

Safeguarding Leadership & Governance	Appointing a named Safeguarding Trustee to provide Board-level strategic oversight of safeguarding arrangements.	Ensuring effective safeguarding leadership structures are established and supported across the Trust.	Ensuring effective safeguarding leadership within the academy, including the appointment of an appropriately trained Designated Safeguarding Lead (DSL) and Deputy DSL(s).	Appointing a Safeguarding Link Governor to monitor safeguarding practice and report to the LGC.
Safeguarding Culture & Curriculum	Setting the strategic vision for a strong safeguarding culture, ensuring safeguarding underpins all aspects of academy life, including pupils' personal development and wellbeing.	Promoting and embedding the Trust's safeguarding culture across all academies through leadership, support and challenge.	Promoting a vigilant safeguarding culture where concerns are identified, reported and acted upon promptly, and ensuring high-quality provision for pupils' personal development.	Monitoring the effectiveness of safeguarding culture and seeking assurance that safeguarding remains a visible priority throughout the academy.
Statutory Compliance	Ensuring the Trust complies with all statutory safeguarding and child protection requirements.	Monitoring Trust-wide compliance with statutory safeguarding requirements and reporting significant issues to Trustees.	Ensuring the academy complies with all statutory safeguarding and child protection requirements in practice.	Monitoring safeguarding compliance within the academy and escalating concerns where appropriate.
Safeguarding Monitoring & Assurance	Seeking assurance regarding safeguarding effectiveness across the Trust and holding the CEO to account for safeguarding performance.	Ensuring robust implementation of practice, monitoring emerging risks across academies and reporting significant concerns to Trustees.	Evaluating safeguarding practice, ensuring robust safeguarding systems operate effectively and taking prompt action where improvements are required.	Reviewing safeguarding reports, scrutinising safeguarding arrangements and providing appropriate support and challenge.

Safeguarding Data, Incidents & Reporting	Reviewing Trust-wide safeguarding data, trends, themes and significant incidents to ensure appropriate oversight.	Analysing safeguarding information across the Trust, identifying trends and reporting significant risks and emerging themes to Trustees.	Reporting safeguarding incidents, concerns, trends and actions to the Executive Team and Local Governance Committee as required.	Receiving, scrutinising and challenging safeguarding reports to gain assurance that appropriate action has been taken.
Safeguarding Audit & Quality Assurance	Ensuring robust safeguarding assurance arrangements operate across the Trust.	Coordinating safeguarding audits, reviews and quality assurance activity across academies, monitoring implementation of recommendations.	Supporting safeguarding audits and implementing agreed actions promptly.	Considering safeguarding audit outcomes and seeking assurance that identified actions have been completed effectively.
Partnership Working	Ensuring Trust safeguarding arrangements reflect statutory guidance and the expectations of local safeguarding partnerships.	Ensuring Trust policies and procedures reflect the requirements of relevant local authorities, safeguarding partnerships and statutory agencies.	Working effectively with local authorities, safeguarding partnerships and external agencies to safeguard children.	Seeking assurance that the academy works effectively with external safeguarding agencies and fulfils its partnership responsibilities.
Safer Recruitment & Single Central Record	Ensuring the Trust maintains robust safer recruitment arrangements and effective oversight of compliance.	Ensuring safer recruitment processes are implemented consistently and monitored across the Trust.	Maintaining a compliant Single Central Record and ensuring safer recruitment practices are fully implemented within the academy.	Seeking assurance that appropriate safeguarding checks are completed for governors and recorded where required.
Safeguarding Risk Management	Ensuring safeguarding risks are appropriately identified, managed and monitored across the Trust.	Maintaining effective safeguarding risk management systems and escalating significant risks to Trustees.	Identifying, managing and mitigating safeguarding risks within the academy. Emerging risks should be escalated to the Executive Team	Reviewing safeguarding risks and seeking assurance that appropriate mitigation is in place.

			and/or Trustees as is appropriate.	
Evaluation, Pupil Voice & Continuous Improvement	Receiving assurance that safeguarding arrangements are regularly evaluated and continuously improved across the Trust.	Promoting robust safeguarding evaluation processes and sharing effective practice across academies.	Evaluating safeguarding arrangements, ensuring pupil voice informs safeguarding practice and driving continuous improvement.	Seeking assurance that leaders evaluate safeguarding effectively, including through meaningful engagement with pupils.
Educational Visits & Off-site Activities	Ensuring appropriate safeguarding and risk management frameworks exist for educational visits and off-site activities across the Trust.	Developing Trust guidance and providing oversight to ensure educational visits are planned and managed safely.	Appointing an Educational Visits Co-ordinator (EVC) and ensuring educational visits comply with Trust policy and statutory guidance.	Seeking assurance that educational visits and off-site activities comply with Trust policy and safeguarding expectations.
Safeguarding Training	Ensuring appropriate safeguarding training is undertaken and receive assurance that safeguarding competence is maintained across the Trust.	Providing statutory safeguarding training, updates and professional development for staff, leaders, governors and Trustees.	Ensuring all academy staff receive appropriate safeguarding training and regular updates in accordance with statutory guidance	Completing mandatory safeguarding training and ensuring knowledge remains current to fulfil governance responsibilities.

Attendance, Behaviour & Early Help	Seeking assurance that attendance, behaviour and early help arrangements support effective safeguarding.	Monitoring Trust-wide attendance, behaviour and early help trends and intervening where risks emerge.	Ensuring attendance, behaviour and early help processes effectively identify and support vulnerable children.	Monitoring attendance, behaviour and early help information to seek assurance that safeguarding concerns are identified and addressed promptly.

Academy Improvement	**Trustees are accountable for:**	**CEO & Executive Team are responsible for:**	**Headteachers are responsible for:**	**Local Governance Committees (LGC) are responsible for:**
How the Trust secures continuous improvement so that every academy provides high-quality education and the best possible outcomes for every pupil.				
Trust Educational Strategy & Accountability	Determining the Trust's educational strategy and holding the CEO to account for educational performance and continuous improvement across the Trust.	Developing and implementing the Trust's educational strategy, supporting academy improvement and holding academy leaders to account for educational standards and outcomes.	Leading academy improvement and delivering high-quality education that secures strong outcomes for all pupils.	Seeking assurance regarding the academy's educational performance, providing local support and challenge, and escalating concerns to the Executive Team where appropriate.
Performance Targets & Outcomes	Receiving assurance regarding educational performance and holding executive leaders to account for pupil outcomes across the Trust.	Setting academy improvement priorities and performance targets, monitoring progress and intervening where performance falls below expectations.	Delivering agreed improvement priorities and performance targets, implementing effective strategies where improvement is required.	Monitoring progress towards agreed improvement priorities and performance targets, seeking assurance regarding performance and escalating concerns where appropriate.

Monitoring Educational Performance	Receiving assurance regarding educational performance, standards and trends across the Trust.	Monitoring academy performance, analysing outcomes and reporting educational performance to Trustees.	Maintaining an accurate understanding of pupil attainment, progress and wider performance indicators to inform academy improvement.	Reviewing academy performance information, seeking assurance regarding educational standards and providing appropriate support and challenge.
Progress & Attainment of Pupil Groups	Receiving assurance that all groups of pupils achieve well and that educational disadvantage is reduced across the Trust.	Monitoring the attainment and progress of identified pupil groups across the Trust and coordinating support where required.	Ensuring all pupils, including disadvantaged pupils, pupils with SEND, looked after children, pupils with English as an Additional Language and the most able, make strong progress and achieve well.	Seeking assurance that academy leaders understand the performance of different pupil groups and are taking appropriate action to address gaps in outcomes.
Disadvantaged Pupils & Targeted Funding	Receiving assurance that targeted funding is used effectively to improve outcomes and reduce disadvantage.	Monitoring the deployment and impact of Pupil Premium, recovery funding and other targeted funding across the Trust.	Ensuring targeted funding is used effectively to improve outcomes and close gaps in attainment and progress.	Seeking assurance that targeted funding is being used effectively and that leaders can demonstrate measurable impact on pupil outcomes.
Self-Evaluation & Improvement Planning	Receiving assurance that robust self-evaluation and academy improvement processes operate consistently across the Trust.	Supporting, moderating and challenging academy self-evaluation and improvement planning to ensure accuracy and ambition.	Producing an accurate self-evaluation and implementing an effective Academy Development Plan that secures continuous improvement.	Seeking assurance regarding the accuracy of self-evaluation and monitoring progress against the Academy Development Plan through constructive support and challenge.

Inspection Readiness & Response	Receiving assurance that appropriate action is taken in response to external inspection outcomes.	Supporting academies before, during and following inspection, monitoring progress against inspection recommendations and reporting significant issues to Trustees.	Leading the academy's response to inspection findings and implementing agreed improvement actions promptly.	Understanding inspection outcomes, seeking assurance regarding progress against recommendations and providing appropriate support and challenge.
Curriculum Quality	Receiving assurance that every academy delivers a broad, balanced, ambitious and inclusive curriculum.	Establishing curriculum expectations and supporting academies to deliver high-quality education.	Delivering an ambitious, broad and inclusive curriculum that meets the needs of all pupils.	Seeking assurance that curriculum provision reflects Trust expectations and meets the needs of pupils.
Attendance & Engagement	Receiving assurance that statutory attendance duties are fulfilled and attendance improves across the Trust.	Monitoring attendance, persistent absence and engagement across academies, intervening where concerns arise.	Promoting excellent attendance, implementing effective attendance strategies and fulfilling statutory responsibilities.	Monitoring attendance information, seeking assurance regarding academy actions and appointing an Attendance Link Governor to support focused monitoring where appropriate.
Governance Links & Monitoring	Ensuring governance arrangements provide effective oversight and assurance regarding academy improvement.	Supporting Local Governance Committees through training, information and effective reporting to enable robust local assurance.	Working constructively with the Local Governance Committee by providing timely information and facilitating effective monitoring activities.	Appointing Link Governors, undertaking focused monitoring activities within delegated parameters, and providing assurance, support and challenge to academy leaders on behalf of the Board.

Quality of Teaching	Trustees are accountable for:	CEO & Executive Team are responsible for:	Headteachers are responsible for:	Local Governance Committees (LGC) are responsible for:
How the Trust ensures every pupil benefits from consistently high-quality, inclusive teaching that enables them to achieve their full potential.				
Teaching & Learning Strategy	Determining the Trust's strategic approach to teaching and learning and receiving assurance that it is implemented effectively across all academies.	Developing, implementing and evaluating the Trust's teaching and learning strategy, ensuring consistent expectations and standards across all academies.	Implementing the Trust's teaching and learning strategy within the academy and ensuring classroom practice reflects Trust expectations.	Seeking assurance that the Trust's teaching and learning strategy is implemented effectively within the academy through appropriate support and challenge.
Improving Teaching Quality	Receiving assurance that teaching quality continues to improve across the Trust and contributes to strong pupil outcomes.	Leading the Trust-wide programme for improving teaching quality, supporting academy leaders and intervening where improvement is required.	Leading improvement in teaching quality within the academy through effective leadership, coaching, professional development and performance management.	Seeking assurance that leaders are taking appropriate action to improve teaching quality and that improvement activity is having the intended impact.
Monitoring & Quality Assurance	Receiving assurance regarding the quality of teaching across the Trust and holding the CEO to account for improvement.	Monitoring teaching quality across academies, providing support, challenge and quality assurance, and reporting outcomes to Trustees.	Monitoring teaching quality, evaluating classroom practice and implementing timely improvement actions where required.	Reviewing information regarding teaching quality, seeking assurance that improvement strategies are effective and escalating concerns where appropriate.
Professional Development	Receiving assurance that effective professional development supports	Establishing and delivering the Trust's professional development programme	Ensuring staff engage in high-quality professional development and that learning translates into	Seeking assurance that professional development supports academy improvement

	high-quality teaching across the Trust.	to improve teaching quality and build leadership capacity.	improved classroom practice.	priorities and contributes to improved teaching quality.
Self-Evaluation & Continuous Improvement	Receiving assurance that robust evaluation processes support continuous improvement in teaching quality across the Trust.	Validating academy self-evaluation, moderating judgements and supporting improvement planning where required.	Maintaining an accurate evaluation of teaching quality, identifying strengths and priorities for improvement and implementing appropriate actions.	Seeking assurance that leaders have an accurate understanding of teaching quality and are driving continuous improvement through appropriate support and challenge.

Curriculum	**Trustees are accountable for:**	**CEO & Executive Team are responsible for:**	**Headteachers are responsible for:**	**Local Governance Committees (LGC) are responsible for:**
How the Trust ensures every pupil accesses an ambitious, broad, balanced and inclusive curriculum that enables them to achieve and thrive.				
Curriculum Strategy & Vision	Determining the Trust's strategic approach to curriculum and ensuring it supports the Trust's educational vision, priorities and statutory responsibilities.	Developing, implementing and reviewing the Trust's curriculum framework to deliver the Trust's educational strategy consistently across all academies.	Implementing the Trust's curriculum framework within the academy, ensuring it meets the needs of pupils and reflects the Trust's expectations.	Seeking assurance that the academy's curriculum reflects the Trust's curriculum framework while meeting the needs of its community and pupils.

Curriculum Framework & Policy	Approving Trust-wide curriculum principles and receiving assurance that appropriate curriculum policies and guidance remain effective and compliant.	Developing, maintaining and reviewing the Trust curriculum framework, curriculum guidance and associated policies.	Implementing the academy curriculum in accordance with Trust policy and maintaining any academy-level procedures required to support delivery.	Understanding the Trust's curriculum expectations and seeking assurance that they are implemented effectively within the academy.
Curriculum Implementation	Receiving assurance that the Trust's curriculum is implemented consistently and effectively across all academies.	Monitoring curriculum implementation, providing support, quality assurance and intervention where required, and reporting significant issues to Trustees.	Ensuring the curriculum is delivered effectively, is appropriately sequenced and enables all pupils to achieve well.	Receiving information regarding curriculum implementation, seeking assurance that leaders are maintaining high standards and providing constructive support and challenge.
Co-Curricular Provision	Receiving assurance that pupils benefit from a rich programme of co-curricular opportunities that supports the Trust's educational vision.	Establishing expectations for high-quality co-curricular provision and supporting academies to develop inclusive opportunities for pupils.	Planning, delivering and evaluating a high-quality programme of co-curricular activities that enhances pupils' development and experiences.	Seeking assurance that pupils have access to an appropriate range of co-curricular opportunities and that participation is inclusive.
Curriculum Evaluation & Impact	Receiving assurance that the curriculum is ambitious, inclusive and delivers strong outcomes for pupils across the Trust.	Evaluating curriculum quality and impact across academies, identifying strengths and priorities for improvement and reporting findings to Trustees.	Evaluating the quality and impact of curriculum delivery, using evidence to inform continuous improvement.	Seeking assurance that leaders understand the effectiveness of the curriculum and are taking appropriate action to improve provision where necessary.

Statutory Curriculum Compliance	Ensuring the Trust complies with statutory curriculum requirements.	Monitoring compliance with statutory curriculum requirements and reporting significant issues or risks to Trustees.	Ensuring the academy complies with all statutory curriculum requirements and Trust expectations.	Seeking assurance that statutory curriculum requirements are being met and escalating concerns where appropriate.

EYFS	**Trustees are accountable for:**	**CEO & Executive Team are responsible for:**	**Headteachers are responsible for:**	**Local Governance Committees (LGC) are responsible for:**
How the Trust ensures every child receives the best possible start through its Early Years Foundation Stage (EYFS) provision.				
EYFS Strategy & Provision	Receiving assurance that high-quality EYFS provision contributes to the Trust's educational strategy and delivers strong outcomes for children.	Developing, implementing and evaluating the Trust's approach to high-quality EYFS provision across all relevant academies.	Delivering high-quality EYFS provision in accordance with the Trust's expectations and the statutory EYFS framework.	Seeking assurance that EYFS provision reflects Trust expectations and supports the needs of all children.
EYFS Performance & Outcomes	Receiving assurance regarding EYFS performance and outcomes across the Trust and holding the CEO to account for continuous improvement.	Monitoring EYFS performance across academies, identifying strengths, priorities and areas requiring improvement, and reporting significant issues to Trustees.	Monitoring children's progress, attainment and development, implementing appropriate interventions where required to secure the best possible outcomes.	Seeking assurance regarding children's progress and attainment within the EYFS and providing appropriate support and challenge.

Quality of EYFS Provision	Receiving assurance that EYFS provision is consistently high-quality and meets the Trust's educational expectations.	Monitoring, quality assuring and supporting EYFS provision across the Trust, intervening where improvement is required.	Evaluating the quality of EYFS provision and implementing continuous improvement to secure high standards of teaching, learning and care.	Seeking assurance that academy leaders accurately evaluate the quality of EYFS provision and take appropriate action where improvements are required.
Statutory EYFS Compliance	Ensuring the Trust complies with statutory requirements relating to the Early Years Foundation Stage.	Monitoring compliance with the statutory EYFS framework across all relevant academies and reporting significant issues or risks to Trustees.	Ensuring the academy complies fully with the statutory EYFS framework and associated Trust policies.	Seeking assurance that statutory EYFS requirements are met and escalating concerns where appropriate.

Provision of Information & Transparency	**Trustees are accountable for:**	**CEO & Executive Team are responsible for:**	**Headteachers are responsible for:**	**Local Governance Committees (LGC) are responsible for:**
How the Trust provides clear, accurate, timely and accessible information to stakeholders, supporting transparency, accountability and effective governance.				
Strategic Information & Transparency	Ensuring the Trust provides clear, accurate and timely information to regulators, parents,	Developing and implementing Trust-wide standards for the quality, accessibility and consistency of	Ensuring information provided by the academy is accurate, timely, accessible and reflects Trust expectations.	Understanding information shared with stakeholders and seeking assurance that communication supports

	prospective parents, staff and the wider community in accordance with statutory requirements and the Trust's values.	information provided across all academies.		transparency and accountability within the academy.
Information Governance & Data Protection	Ensuring the Trust complies with information governance, data protection and statutory information requirements.	Developing and maintaining Trust arrangements for information governance, data protection, records management and GDPR compliance, providing guidance and support to academies.	Ensuring the academy complies with data protection legislation, Trust policies and information governance requirements.	Seeking assurance that information governance and data protection requirements are understood and complied with within the academy.
Quality & Accessibility of Information	Receiving assurance that information published and shared across the Trust is accurate, timely, accessible and supports effective accountability.	Monitoring the quality, accessibility and consistency of information provided by academies, supporting improvement where required.	Ensuring information published by the academy is accurate, accessible, up to date and meets statutory and Trust requirements.	Seeking assurance that information provided by the academy supports effective governance, transparency and stakeholder engagement, raising concerns where appropriate.
Information for Governance	Ensuring Trustees receive the information required to discharge their statutory and strategic responsibilities effectively.	Establishing effective information flows across the Trust, ensuring Trustees and Local Governance Committees receive timely, accurate and proportionate information to support decision-making and assurance.	Providing timely, accurate and evidence-informed information to support effective governance, monitoring and assurance.	Reviewing information provided, seeking clarification where necessary and using it to provide effective local support, scrutiny and challenge on behalf of the Board.

Stakeholder & Community Engagement	Trustees are accountable for:	CEO & Executive Team are responsible for:	Headteachers are responsible for:	Local Governance Committees (LGC) are responsible for:
How the Trust builds positive relationships with pupils, parents, carers, staff and the wider community to strengthen trust, confidence and educational outcomes.				
Stakeholder Engagement Strategy	Determining the Trust's strategic approach to engagement with pupils, parents, carers, staff, communities and other stakeholders, ensuring it reflects the Trust's values and strategic priorities.	Developing and implementing the Trust's stakeholder engagement strategy and supporting academies to build strong relationships with their communities.	Implementing the Trust's approach to stakeholder engagement within the academy and fostering positive relationships with pupils, parents, carers and the wider community.	Seeking assurance that stakeholder engagement reflects the Trust's strategy and meets the needs of the academy community, providing local insight where appropriate.

Trust Reputation & Public Confidence	Receiving assurance that stakeholder engagement supports the Trust's reputation and maintains public confidence.	Promoting effective engagement across the Trust and supporting academies to maintain positive relationships with stakeholders.	Maintaining positive and constructive relationships with pupils, parents, carers, staff and the wider community, responding appropriately to local issues.	Acting as ambassadors for the Trust, supporting positive relationships within the local community and providing local intelligence to the Executive Team where appropriate.
Communication & Engagement	Receiving assurance that effective engagement and communication arrangements operate consistently across the Trust.	Monitoring stakeholder engagement across academies, identifying areas for improvement and sharing effective practice.	Ensuring timely, effective and accessible communication with pupils, parents, carers, staff and the wider community.	Seeking assurance that stakeholder engagement is effective, reviewing feedback where appropriate and providing constructive support and challenge.
Community Partnerships	Receiving assurance that academies develop effective partnerships that support the Trust's educational vision and benefit pupils.	Encouraging and supporting academies to develop productive relationships with employers, community organisations, educational partners and other stakeholders.	Developing and maintaining partnerships that enhance educational opportunities, enrich the curriculum and strengthen community engagement.	Understanding the academy's community partnerships and providing local knowledge and insight to support their continued development.
Stakeholder Feedback & Continuous Improvement	Receiving assurance that stakeholder views inform Trust improvement and strategic decision-making.	Establishing mechanisms for gathering, analysing and responding to stakeholder feedback across the Trust.	Gathering and responding to stakeholder feedback to strengthen relationships and inform academy improvement.	Seeking assurance that leaders listen and respond appropriately to stakeholder feedback and providing local perspectives to support continuous improvement.

Complaints	Trustees are accountable for:	CEO & Executive Team are responsible for:	Headteachers are responsible for:	Local Governance Committees (LGC) are responsible for:
How the Trust manages complaints fairly, consistently and transparently, using learning to strengthen practice and maintain public confidence.				
Complaints Strategy & Oversight	Ensuring the Trust has effective arrangements for receiving, investigating, resolving and learning from complaints, and receiving assurance that complaints are managed fairly and consistently.	Developing, implementing and monitoring the Trust's complaints procedures and supporting academies to apply them consistently.	Implementing the Trust's complaints procedures within the academy and ensuring complaints are handled promptly, fairly and professionally.	Seeking assurance that complaints are managed in accordance with Trust policy and statutory requirements, identifying themes or concerns where appropriate.
Complaints Relating to the CEO & External Bodies	Receiving and determining complaints relating to the CEO where required, and receiving assurance regarding complaints involving external regulators or agencies.	Managing communication with external bodies (including the DfE, ESFA, Ofsted and other regulators) and ensuring complaints are directed to the appropriate Trust officers.	Cooperating fully with Trust investigations and external regulators where complaints involve the academy.	Understanding when complaints fall outside local processes and when they should be referred to the Executive Team in accordance with Trust policy.

Statutory Compliance	Ensuring the Trust complies with statutory requirements relating to complaints handling.	Monitoring compliance with statutory complaints requirements and reporting significant issues or risks to Trustees.	Implementing complaints procedures in accordance with statutory requirements and Trust policy.	Seeking assurance that complaints are managed in accordance with statutory requirements and Trust policy.
Complaints Investigation & Resolution	Receiving assurance that complaints are investigated fairly, proportionately and consistently across the Trust.	Coordinating or commissioning investigations where appropriate, providing guidance and deploying suitably trained officers to support investigations where required.	Investigating and responding to complaints within delegated authority and implementing actions arising from complaint outcomes.	Where requested by the Trust, participating in complaints appeal panels following appropriate training and in accordance with Trust policy.
Complaints Learning & Continuous Improvement	Receiving assurance that learning from complaints informs Trust improvement and strengthens policy and practice.	Monitoring complaints, identifying themes, trends and learning, and reporting significant issues to Trustees.	Monitoring complaints within the academy, implementing improvements arising from complaint outcomes and reporting themes to the Executive Team.	Receiving summary information regarding complaints, seeking assurance that appropriate learning has been identified and providing constructive support and challenge where appropriate.

Inspection	**Trustees are accountable for:**	**CEO & Executive Team are responsible for:**	**Headteachers are responsible for:**	**Local Governance Committees (LGC) are responsible for:**
How the Trust prepares for, supports and responds to external inspection, ensuring continuous improvement and strong educational outcomes.				

Strategic Oversight of Inspection Outcomes	Receiving inspection outcomes across the Trust, considering key themes and lessons learned, and holding the CEO to account for securing continuous improvement.	Reporting inspection outcomes to Trustees, analysing Trust-wide themes and coordinating strategic improvement in response to inspection findings.	Leading academy improvement following inspection and implementing agreed actions to secure sustained improvement.	Understanding inspection outcomes, seeking assurance regarding progress against identified priorities and providing appropriate support and challenge.
Post-Inspection Improvement	Receiving assurance that appropriate action is taken where inspection identifies areas requiring improvement.	Coordinating Trust support, monitoring progress and intervening where necessary to secure improvement following inspection.	Implementing and monitoring actions arising from inspection findings, ensuring improvement priorities are addressed effectively.	Seeking assurance that leaders are making appropriate progress against inspection recommendations and escalating concerns where appropriate.
Inspection Readiness	Receiving assurance that appropriate systems and governance arrangements prepare academies effectively for inspection.	Supporting academies before, during and after inspection through guidance, training, quality assurance and strategic oversight.	Ensuring the academy is inspection-ready through robust self-evaluation, evidence-informed improvement planning and staff preparedness.	Maintaining an understanding of the inspection framework, undertaking appropriate governor training and ensuring readiness to fulfil governance responsibilities if required.
Engagement with Inspectors	Ensuring appropriate governance representation is available during inspection where required.	Representing the Trust's strategic leadership during inspection and coordinating governance engagement where appropriate.	Leading the academy's engagement with inspectors and coordinating inspection activity within the academy.	Participating in inspection activities where requested, explaining how local governance provides assurance, support and challenge on behalf of the Board.

Communication of Inspection Outcomes	Receiving assurance that inspection outcomes are communicated appropriately and that learning informs Trust strategy and improvement.	Supporting academies to communicate inspection outcomes appropriately and ensuring Trust-wide learning informs future improvement.	Communicating inspection outcomes to parents, carers, staff and the wider academy community in accordance with statutory requirements and Trust expectations.	Understanding inspection outcomes and supporting the academy in promoting confidence and continuous improvement within the local community where appropriate.

Recruitment & Workforce Planning	**Trustees are accountable for:**	**CEO & Executive Team are responsible for:**	**Headteachers are responsible for:**	**Local Governance Committees (LGC) are responsible for:**
How the Trust ensures a transparent, fair, and robust recruitment process				
Workforce Strategy	Determining the Trust's workforce strategy and receiving assurance that recruitment and workforce planning support the Trust's strategic priorities.	Developing and implementing the Trust's workforce strategy, ensuring effective recruitment, succession planning and workforce development across the Trust.	Implementing the Trust's workforce strategy within the academy and ensuring staffing structures meet operational needs.	Seeking assurance that workforce arrangements support effective academy performance and providing local insight where appropriate.
Appointment of the CEO	Recruiting, appointing and performance managing the Chief Executive. Receiving assurance that Executive Team appointments support the Trust's strategic priorities and	Supporting Trustees through recruitment processes, professional advice and succession planning arrangements.	Operating within the Trust's leadership structure.	Participating in recruitment activity where specifically requested by Trustees.

	approved leadership structure.			
Executive Team Recruitment	Receiving assurance that appointments to the Executive Team support the Trust's strategic priorities, approved leadership structure and long-term workforce strategy.	Leading the recruitment and appointment of Executive Team members in accordance with the approved leadership structure, ensuring robust, fair and transparent recruitment processes.	No delegated responsibility, unless specifically invited to participate in the recruitment process.	No delegated responsibility, unless specifically invited to participate in the recruitment process.
Headteacher Recruitment	Ensuring effective governance arrangements exist for the recruitment of Headteachers and receiving assurance that appointments are made in accordance with Trust policy.	Leading Headteacher recruitment, supported by HR, and making appointments in accordance with delegated authority.	Participating in recruitment processes where appropriate.	Participating in Headteacher appointment processes where invited by the Trust, providing local insight and community perspective.
Academy Recruitment	Receiving assurance that recruitment processes are fair, transparent and compliant with statutory requirements.	Providing HR support, guidance and quality assurance for academy recruitment.	Recruiting academy staff in accordance with Trust policies, delegated authority and safer recruitment requirements.	Participating in recruitment panels where invited, particularly for senior appointments.

Succession Planning & Workforce Development	Receiving assurance that effective succession planning supports leadership continuity across the Trust.	Leading succession planning and talent development across the Trust.	Developing future leaders within the academy and contributing to Trust succession planning.	Providing local insight to inform succession planning where appropriate.
Workforce Planning & HR	Receiving assurance that workforce planning supports educational delivery and financial sustainability.	Leading workforce planning, organisational design and HR strategy across the Trust.	Managing academy staffing structures and workforce planning within delegated authority.	Seeking assurance that workforce arrangements support academy improvement and sustainability.
Workforce Information & Trends	Receiving assurance regarding recruitment, retention, attendance and workforce trends across the Trust.	Monitoring workforce data, analysing trends and reporting significant issues to Trustees.	Monitoring recruitment, retention, attendance and workforce information within the academy and implementing appropriate actions.	Reviewing workforce information, seeking assurance regarding workforce stability and providing support and challenge where appropriate.
Safer Recruitment	Ensuring statutory compliance with safer recruitment requirements across the Trust.	Monitoring safer recruitment compliance, maintaining quality assurance arrangements and supporting academies.	Implementing safer recruitment requirements and maintaining an accurate Single Central Record.	Completing safer recruitment training where participating in recruitment activities and seeking assurance that statutory requirements are met.

Professional Development (CPD)	**Trustees are accountable for:**	**CEO & Executive Team are responsible for:**	**Headteachers are responsible for:**	**Local Governance Committees (LGC) are responsible for:**

How the Trust develops, supports and retains a highly skilled workforce through evidence-informed professional development.				
People Development Strategy	Determining the Trust's People Development Strategy and receiving assurance that continuing professional development supports the Trust's strategic priorities and educational outcomes.	Developing, implementing and evaluating the Trust's People Development Strategy, ensuring continuing professional development reflects evidence-informed practice and organisational priorities.	Implementing the Trust's People Development Strategy within the academy and ensuring professional development aligns with academy improvement priorities.	Seeking assurance that continuing professional development supports academy improvement, staff wellbeing and the delivery of high-quality education.
Professional Learning Opportunities	Receiving assurance that the Trust provides high-quality continuing professional development opportunities for all staff.	Designing, commissioning and delivering continuing professional development, induction, coaching, mentoring, leadership development and other professional learning opportunities across the Trust.	Ensuring staff participate in appropriate continuing professional development and apply learning to improve professional practice.	Seeking assurance that staff have equitable access to appropriate continuing professional development opportunities.
Professional Learning Culture	Receiving assurance that the Trust promotes a culture of continuous professional learning and collaboration.	Promoting evidence-informed professional learning, collaboration, coaching and the sharing of effective practice across the Trust.	Embedding continuous professional learning within the academy and supporting staff to engage in professional reflection and development.	Seeking assurance that professional learning contributes positively to academy improvement and staff development.
Resources & Delivery	Ensuring appropriate resources are allocated to continuing	Managing Trust investment in continuing professional development and	Deploying academy resources to support staff participation in continuing professional	Seeking assurance that appropriate resources support continuing professional

	professional development in line with the Trust's strategic priorities.	ensuring resources are deployed effectively to maximise impact.	development in accordance with Trust priorities.	development within the academy.
Evaluation & Impact	Receiving assurance that continuing professional development improves professional practice, leadership capacity and pupil outcomes across the Trust.	Monitoring, evaluating and reporting on the impact of continuing professional development across the Trust, using evidence to inform future provision.	Evaluating the impact of continuing professional development within the academy and adapting provision to maximise effectiveness.	Seeking assurance that continuing professional development is contributing to academy improvement through appropriate support and challenge.

Appraisal	**Trustees are accountable for:**	**CEO & Executive Team are responsible for:**	**Headteachers are responsible for:**	**Local Governance Committees (LGC) are responsible for:**
How the Trust ensures a fair, consistent and developmental appraisal process that supports staff performance, professional growth and reward.				
Appraisal Framework	Approving the Trust's Appraisal and Pay Policies and receiving assurance that they are implemented consistently and fairly across the Trust.	Developing, maintaining and implementing the Trust's Appraisal and Pay Policies, ensuring consistency and compliance across all academies.	Implementing the Trust's Appraisal and Pay Policies within the academy.	Seeking assurance that Trust appraisal arrangements are implemented appropriately within the academy.

Chief Executive Appraisal	Recruiting, appointing and conducting the appraisal of the Chief Executive, led by the Chair and Vice Chair where appropriate.	Supporting Trustees by providing relevant information and evidence where requested.	Supporting Trustees by providing relevant information and evidence where requested.	No delegated responsibility.
Executive Team Appraisal	Receiving assurance that robust appraisal arrangements operate for the Executive Team.	Conducting the appraisal of Executive Team members.	No delegated responsibility.	No delegated responsibility.
Headteacher Appraisal	Receiving assurance that effective appraisal arrangements operate for Headteachers across the Trust.	Conducting the appraisal of Headteachers, delegating responsibility where appropriate to Executive Headteachers or other senior Trust leaders.	Participating fully within Trust appraisal arrangements.	Providing local governance insight into the Headteacher's appraisal where requested by the Chief Executive.
Academy Staff Appraisal	Receiving assurance that effective appraisal arrangements support high standards across the Trust.	Providing guidance, quality assurance and professional HR support to academy leaders.	Conducting appraisal for academy staff in accordance with the Trust's Appraisal Policy and Professional Growth Model.	No delegated responsibility.
Professional Growth	Receiving assurance that the Trust's Professional Growth Model supports staff development, leadership capacity	Leading implementation of the Trust's Professional Growth Model across the Trust.	Supporting staff development through coaching, feedback, professional learning and regular professional growth conversations.	Seeking assurance that professional growth arrangements support academy improvement and staff wellbeing.

	and workforce retention.			
Pay Progression	Approving the Trust's Pay Policy and receiving assurance that pay progression is implemented fairly, consistently and in accordance with Trust policy.	Approving pay progression recommendations for Executive Team members, Headteachers and academy staff where required under the Trust's delegated arrangements.	Recommending pay progression for academy staff and approving recommendations made by senior leaders in accordance with the Trust's delegated approval process.	No delegated responsibility.
Equality, Consistency & Fairness	Ensuring Trust appraisal arrangements comply with equality legislation and promote fairness and consistency across the organisation.	Monitoring the consistent application of appraisal and pay arrangements across the Trust.	Ensuring academy appraisal and pay arrangements comply with Trust policy and equality legislation.	Seeking assurance that appraisal arrangements operate fairly and consistently within the academy.
Monitoring & Assurance	Receiving assurance regarding the effectiveness of appraisal arrangements across the Trust.	Monitoring appraisal processes, identifying trends and supporting continuous improvement across the Trust.	Providing relevant assurance information to the Executive Team in accordance with Trust requirements.	Receiving assurance that effective appraisal arrangements operate within the academy and providing appropriate support and challenge.
Appeals & Formal Processes	Ensuring appropriate governance arrangements exist for grievances, capability procedures, disciplinary matters and pay appeals.	Providing professional HR advice and support for formal employment processes across the Trust.	Managing appraisal processes in accordance with the Trust's grievance, capability and disciplinary procedures.	Participating in appeal panels where appointed by the Trust and following appropriate training.

Pay progression decisions operate on the principle that an employee's appraiser recommends whether pay progression is appropriate, and the appraiser's line manager determines whether that recommendation should be approved, in accordance with the Trust's delegated authority and Pay Policy.

Finance	Trustees are accountable for:	CEO & Executive Team are responsible for:	Headteachers are responsible for:	Local Governance Committees (LGC) are responsible for:
How the Trust ensures the effective stewardship of public funds, financial sustainability and value for money.				
Legal & Statutory Responsibility	Ensuring the Trust complies with its statutory financial responsibilities and fulfils its duties as the responsible body for public funds.	Maintaining robust financial oversight in accordance with the Academies Trust Handbook.	Ensuring the academy complies with statutory financial obligations.	Receive academy budgets and contextual in-year reporting for transparency.
Strategic Financial Planning	Reviewing and approving the Trust's 3-year Strategic Business Plan (SBP) for finances. (3yr Budget).	Developing, maintaining and monitoring the Trust's rolling three-year financial plan.	Contributing to financial priorities, including staffing structure and strategic planning within the academy's 3-year plan.	Providing input on academy financial priorities.
Financial Delegation	Approving the Trust's financial scheme of delegation and receiving assurance that delegated financial authority is	Maintaining delegated financial approval arrangements, monitoring compliance and reporting exceptions where necessary.	Exercising delegated financial authority in accordance with the Trust's financial regulations and approval limits.	No delegated responsibility.

	exercised appropriately.			
Financial Monitoring & Reporting	Maintaining oversight of the Trust's financial performance, including management accounts, forecast, assumptions and budgetary position.	Monitoring academies' financial performance, challenging variances, and reporting to Trustees.	Monitoring academy financial performance, controlling costs and ensuring budget commitments are met.	Reviewing academy financial information, seeking assurance regarding financial performance and understanding significant variances.
Remuneration & Pay Awards	Approving the Trust's overall pay framework and any pay awards requiring Trustee approval, ensuring affordability and alignment with the Trust's financial strategy.	Recommending and implementing agreed pay awards and remuneration arrangements, assessing Trust-wide financial implications and ensuring these are reflected within approved budgets and financial plans.	Implementing approved pay awards and remuneration decisions at academy level within delegated authority and the approved staffing budget.	No delegated authority to approve or review pay awards or pay frameworks within the Trust.
Capital Expenditure & Investments	Approving strategic capital expenditure priorities.	Recommending capital expenditure, developing capital priorities, and monitoring the strategic plan for capital projects.	Developing capital expenditure priorities for submission in line with the academy's strategic plan.	Providing input and assurance on capital expenditure proposals and strategic investment plans.
Audit & Risk Management	Reviewing recommendations of internal audits and sign off the internal audit plan.	Co-operating with auditors, implementing their reasonable recommendations, and	Implementing audit recommendations and maintaining internal controls within the academy.	Seeking assurance that audit recommendations are implemented where aligned to Local priorities.

		reporting on audit findings to Trustees.		
Pupil Premium, Ring-Fenced Funding & Value for Money	Receiving assurance that ring-fenced funding is used effectively and delivers value for money.	Providing guidance to schools on the appropriate allocation and monitoring of pupil premium, sports premium and other ring-fenced funding.	Ensuring that pupil premium, sports premium and other ring-fenced funding is spent appropriately and produce relevant reports within statutory timelines.	Monitoring and challenging how ring-fenced funding is deployed within the academy.
Pupil Numbers & Financial Planning	Ensuring oversight of forecasted admissions and Trust-wide revenue opportunities.	Review admissions forecasts against actual, and opportunities for revenue generation.	Ensuring forecasted admissions are accurate, monitoring recruitment/transition plans.	Monitor admissions forecasts and contributing to assurance that recruitment and revenue planning is effective.
Compliance with Financial Handbook & Policies	Ensuring Trust-wide compliance with the Academies Financial Handbook.	Providing guidance and monitoring compliance across academies.	Ensuring academy-level compliance with all Trust financial policies and procedures.	Seeking assurance that financial policies are implemented appropriately within the academy and raising concerns through the Trust's Whistleblowing Policy where necessary.

Health & Safety	**Trustees are accountable for:**	**CEO & Executive Team are responsible for:**	**Headteachers are responsible for:**	**Local Governance Committees (LGC) are responsible for:**
How the Trust ensures the organisation complies with all relevant Health and Safety regulations and requirements.				

Health & Safety Governance	Ensuring the Trust complies with its statutory duties under health and safety legislation and receives assurance that effective health and safety arrangements operate across the Trust.	Developing, implementing and monitoring the Trust's Health & Safety framework, policies and management arrangements.	Implementing the Trust's Health & Safety framework within the academy and promoting a positive health and safety culture.	Seeking assurance that effective health and safety arrangements operate within the academy and escalating concerns where appropriate.
Policy, Compliance & Risk Management	Approving the Trust's Health & Safety Policy and receiving assurance that statutory requirements are met.	Developing, reviewing and monitoring Health & Safety policies, procedures and risk management arrangements across the Trust.	Implementing Health & Safety policies, undertaking appropriate risk assessments and ensuring statutory compliance within the academy.	Seeking assurance that health and safety risks are appropriately identified, managed and reviewed within the academy.
Monitoring, Audit & Assurance	Receiving assurance regarding Health & Safety performance, significant risks, incidents and compliance across the Trust.	Monitoring Health & Safety performance, commissioning audits, analysing incidents and reporting significant issues and trends to Trustees.	Monitoring Health & Safety performance, completing inspections and audits, investigating incidents and implementing required improvements.	Receiving Health & Safety reports, seeking assurance regarding compliance and escalating concerns where appropriate.
Training & Competence	Receiving assurance that appropriate Health & Safety training arrangements operate across the Trust.	Providing Health & Safety training, guidance and professional support to academies.	Ensuring staff receive appropriate Health & Safety information, instruction, supervision and training relevant to their roles.	Seeking assurance that appropriate Health & Safety training arrangements are maintained within the academy.
Resources & Safe Premises	Ensuring sufficient resources are available to discharge	Allocating appropriate resources and providing specialist support to	Ensuring academy resources, staffing and premises support	Seeking assurance that academy resources

	the Trust's Health & Safety responsibilities.	maintain safe and compliant premises across the Trust.	effective Health & Safety management and statutory compliance.	support safe and effective operation.
Emergency Planning & Business Continuity	Receiving assurance that appropriate emergency planning and business continuity arrangements operate across the Trust.	Developing and maintaining Trust-wide emergency planning and business continuity arrangements, providing support to academies where required.	Maintaining academy emergency procedures, testing arrangements and ensuring staff understand their responsibilities during emergencies.	Seeking assurance that emergency planning arrangements are in place and understood within the academy.

Estates & Asset Management	**Trustees are accountable for:**	**CEO & Executive Team are responsible for:**	**Headteachers are responsible for:**	**Local Governance Committees (LGC) are responsible for:**
How the Trust maintains, develops and invests in its estate to provide safe, sustainable and effective learning environments.				
Estate Strategy & Asset Management	Determining the Trust's estates strategy and receiving assurance that the estate supports the Trust's educational, operational and sustainability priorities.	Developing, implementing and reviewing the Trust's estates strategy, asset management plan and climate strategy.	Aligning academy estate priorities with the Trust's estates strategy and identifying local estate needs.	Seeking assurance that academy estate priorities reflect Trust strategy and support effective educational delivery.

Statutory Compliance & Estate Safety	Ensuring the Trust fulfils its legal responsibilities relating to buildings, land, premises compliance and estate management.	Monitoring statutory compliance across the Trust, coordinating specialist advice and ensuring appropriate assurance arrangements operate.	Ensuring the academy complies with statutory premises, facilities and estate management requirements, reporting risks promptly.	Seeking assurance that statutory estate compliance is maintained within the academy and escalating concerns where appropriate.
Capital Investment & Estate Development	Approving the Trust's strategic capital investment programme and receiving assurance that capital investment supports the Trust's long-term priorities.	Leading capital planning, estate development and capital project delivery, prioritising investment across the Trust.	Identifying academy capital priorities, developing business cases where required and supporting delivery of approved projects.	Seeking assurance regarding academy estate priorities and understanding how capital investment supports academy improvement.
Estate Management & Planned Maintenance	Receiving assurance that effective estate management and planned maintenance arrangements operate across the Trust.	Providing professional estates management, maintenance planning and specialist support to academies, monitoring delivery and addressing significant risks.	Managing the day-to-day operation, maintenance and security of academy buildings and grounds, ensuring defects are reported and addressed appropriately.	Maintaining awareness of the condition of the academy estate and seeking assurance that maintenance arrangements are effective.
Monitoring, Reporting & Assurance	Receiving assurance regarding estate performance, compliance, maintenance and capital investment across the Trust.	Monitoring estate performance, reporting significant risks, compliance issues and capital priorities to Trustees, and coordinating improvement activity where required.	Maintaining an academy estate plan aligned to Trust priorities and providing regular updates to the Executive Team.	Receiving updates regarding estate condition, maintenance and development, seeking assurance that identified risks are being managed appropriately and escalating concerns where necessary.

HORIZONS EDUCATION TRUST

Scheme of Delegation
September 2026