

## RMET SCHEME OF DELEGATION

This is for:

- Academies, the Teaching School and the SCITT
- All other activities under the control of the Trust and reporting to the Trust Board

### Monitoring, Evaluation and Review

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<b>Ratified by:</b>	Board of Trustees
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### Revision History:

Version	Date	Author	Summary of Changes:
5.0	19/12/2017	CBR	Complete revision to: <ul style="list-style-type: none"> <li>• combine two documents – Scheme of Delegation and Roles &amp; Responsibilities Matrix</li> <li>• describe RMET structure and lines of accountability</li> <li>• update so aligns with most recent Trust policies (particularly Pay and Finance)</li> <li>• include notes about fewer delegated functions for sponsored academies (or those about which there are concerns)</li> </ul>

## INTRODUCTION

The Board of Trustees of Rushey Mead Educational Trust (RMET) has overall responsibility for governance of the Trust, all its academies, the Teaching School and the SCITT (School-Centered Initial Teacher Training) programme. The Board delegates many of its governance functions, including to the Trust Executive Team, Local Governance Committees and Academy Principals. This Scheme of Delegation defines these responsibilities and accountabilities.

## GOVERNANCE STRUCTURE AND LINES OF ACCOUNTABILITY

The RMET structure is shown in Appendix A.

This Scheme of Delegation is in line with the following documents:

- RMET's [Articles of Association](#) which set out set out the charitable objects of RMET along with its governance composition and overarching procedures.
  - RMET's [Funding Agreement](#) which sets out the conditions upon which the Trust receives its funding.
  - The [Academies Financial Handbook](#) which is issued by the Education and Skills Funding Agency and sets out the financial framework and governance requirements for academy trusts reflecting their status as companies, charities and public bodies.
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- The **Members** of the Trust are guardians of the governance of the Trust and as such have a different status to the Trustees. The RMET Articles of Association describe how Members are recruited and replaced and how many of the Trustees the Members can appoint to the Trust Board.
  - The **Board of Trustees** is responsible for the three core governance functions which are:
    - Ensuring clarity of vision, ethos and strategic direction;
    - Holding executive leaders to account for the educational performance of the organisation and its pupils, and the performance management of staff; and
    - Overseeing the financial performance of the organisation and making sure its money is well spent.
  - **Trustees** also have duties as company directors, required by company law, and as trustees, required by charity law.
  - The **Board of Trustees** appoints the **Chief Executive Officer (CEO)**, to whom it delegates responsibility for delivery of its vision and strategy, and holds the CEO to account for the conduct and performance of the Trust, including the performance of the Trust academies and for the Trust financial management.
  - In turn, the **CEO** line manages other senior executives and academy principals, except where this has been delegated to the **Deputy CEO (DCEO)** or an **Executive Principal**.
  - There are **Board committees** for **Finance and Audit** and for **Remuneration** which look in detail at these areas and report back to the Board.

- The Board delegates some of its academy-level monitoring and scrutinising functions to **Local Governance Committees** (called **Local Governing Bodies** or **Local Advisory Groups**) and can change or remove this delegation at any time.
- An academy that is securely good or better will have a **Local Governing Body** and will have full delegated powers and responsibilities.
- A sponsored academy, or an academy where there are concerns about leadership, governance or other areas, will have a **Local Advisory Group** with fewer delegated functions which will be determined on a case by case basis.
- The role of **Local Governance Committees** is to provide scrutiny of academy performance linked to the RMET key performance indicators (KPIs). This includes scrutiny of:
  - education performance
  - the use of academy finances (for some academies)
  - effectiveness of leadership and management
  - quality of teaching, learning and assessment
  - academy improvement plan
  - SEND provision
  - the use and impact of additional funding (Pupil Premium, Sports Premium and Year 7 Literacy and Numeracy Catch-up Premium)
  - safeguarding
  - pupil personal development, behaviour and welfare
  - complaints
  - health and safety
  - whether the academy is working within agreed policies.
- Each **Local Governance Committee** shall build an understanding of the above through a range of means such as governors' meetings, data reports, principals' reports, staff presentations, governor visits, external reviews and audits and engagement with staff, pupils, parents and the wider community.
- Each **Local Governance Committee** shall provide assurance to the Trust Board that its academy is on track in terms of its contribution to the overall trust performance, highlighting any variance or areas of concern along with mitigating actions and any support needed.
- Responsibilities and powers delegated to a **Local Governance Committee** may be further delegated to a committee of their own or to the principal of the academy, although the local governance committee remains responsible for any decision made under delegation.
- The **RMET Executive Team** comprises the CEO, DCEO, Chief Financial Officer (CFO), Head of Governance (HoG), Primary Partnership Lead, Secondary Partnership Lead, Associate Principal and Strategic Director of the Teaching School. The Executive Team carries out a great deal of the work around research, development, monitoring and evaluation and provides advice and recommendations to the Board.
- Each **Academy Principal** is responsible for the operational management of their academy. Some academies also have an **Executive Principal** who has overall responsibility for that academy. The Executive Principal will

work with the CEO/DCEO and Academy Principal to determine the precise nature of their role and responsibilities, depending on the needs of that academy. This will be regularly reviewed and is expected to change over time as the academy develops.

- The **Academy Principals** meet regularly at the **Academy Improvement Forum** and the academy **Business Managers** at the **Operational Improvement Forum**.

**ROLES AND RESPONSIBILITIES**

The following pages detail the specific responsibilities of Trust Members, Board, Executive Team, Local Committee, Academy Principal and Executive Principal for:

Governance	Special Educational Needs and Disability
Budgets, Finance and Risk	Behaviour
Staffing and HR	Complaints
Standards, Curriculum and Target Setting	Risk, Health, Safety and Estates
Admissions	Core Functions and Services
Academy Organisation (session times, term dates, age range and extended school provision)	Contracts
Safeguarding	Information Management, Communication, Branding and Marketing

**ABBREVIATIONS AND TERMS**

- AFH Academies Financial Handbook
- AoA Articles of Association
- CEO Chief Executive Officer
- CFO Chief Financial Officer
- DCEO Deputy Chief Executive Officer
- EP Executive Principal
- ESFA Education and Skills Funding Agency
- HoG Head of Governance
- KPIs Key Performance Indicators
- SEND Special Educational Needs and Disability
- SLT Senior Leadership Team
- VfM Value for Money

Trust Executive Leaders                      Senior posts in RMET (CEO, DCEO, CFO, HoG)  
 Central Trust Team                              All central Trust staff, including Trust Executive Leaders

## GOVERNANCE

Members	Trust Board	Executive Team	Local Committee	Principal (& EP <sup>1</sup> )
<p>Review, amend and agree the Articles of Association</p> <p>Change the name of the Trust</p> <p>Receive an Annual Report from the Trustees and the CEO on the Trust's performance</p> <p>Appoint/remove Members</p> <p>Appoint up to six Trustees and remove any of these</p> <p>May call a General Meeting if required</p>	<p>Review and amend:</p> <ul style="list-style-type: none"> <li>● The Governance Charter and the Terms of Reference for the Trust Board</li> <li>● The Local Governance Constitution and Terms of Reference</li> <li>● This Scheme of Delegation</li> </ul> <p>Determine the Board's Reserved Matters</p> <p>Determine the vision, values, and KPIs of the Trust</p> <p>Appoint Co-opted Trustees</p> <p>Elect a Chair and Vice-chair each school year and remove in accordance with AoA</p> <p>Appoint a Company Secretary</p> <p>Appoint a Clerk to the Trustees</p> <p>Approve statutory Trust policies</p> <p>Approve school applications to join the Trust</p> <p>Review and approve the Trust 3-year Business Plan and monitor progress against this</p> <p>Appoint a Finance and Audit Committee</p> <p>Appoint a Remuneration Committee</p>	<p>Establish forums for Chairs of Governors and Clerks</p> <p>Ensure there is effective communication between the Trustees and Local Governance Committees</p> <p>Support the Chairs of Governors in leadership of their respective Local Governance Committees</p> <p>Attend meetings of the Trustees and provide a Board Report for each which includes progress against the KPIs and Business Plan</p> <p>Support the appointment process for the Company Secretary and Clerk to Trustees</p> <p>Secure professional advice on behalf of the Trustees as may be requested</p> <p>Consider requests from schools to join RMET, conduct due diligence of these and make proposals to the Trust Board</p> <p>Appoint a Clerk to each Local Governance Committee</p> <p>Appoint Chairs and Trust-appointed Governors to the Local Governance Committees</p> <p>Support the Trustees and the academies in the preparation of Trust-wide and academy-specific policies</p> <p>Approve non-statutory Trust-wide policies</p> <p>Publish on Trust website required information on governance arrangements, Members, Trustees and Local Governors</p> <p>Provide details on Members, Trustees, Accounting Officer, CFO and Local Governors on 'Get information about schools' site</p>	<p>Champion the RMET vision and values in the Academy and ensure the wellbeing of the pupils</p> <p>Determine the educational character, mission or ethos of the Academy in collaboration with the Principal (to the extent that it is not inconsistent with that of the Trust)</p> <p>Ensure that the Academy has a medium to long-term vision for its future and that there is a robust strategy in place for achieving its vision</p> <p>Appoint (or remove) from its number: Vice- Chair and Local Governor with specific responsibility for Safeguarding</p> <p>Monitor the adoption and implementation of Trust-wide and academy-specific policies</p> <p>Implement a means whereby the Academy can receive and react to pupil, parent and staff feedback</p> <p>Establish and maintain a relationship with members of the local community</p>	<p>Implement the educational character, mission or ethos of the Academy as determined by the Local Governance Committee (to the extent that it is not inconsistent with that of the Trust)</p> <p>Attend meetings of the Local Governance Committee and provide a Principal's Report</p> <p>Tailor Trust-wide policies to the Academy as appropriate, as recommended by the Executive Team</p> <p>Determine which non-statutory academy policies to have in place and how they will be approved</p> <p><i><sup>1</sup> Where there is one, the EP will have overall responsibility for the academy and will agree with the principal which of these responsibilities are delegated to the principal, which are for the EP and which will be joint.</i></p>

## BUDGETS, FINANCE AND RISK

Members	Trust Board <sup>3</sup>	Executive Team	Local Committee <sup>2</sup>	Principal (and EP <sup>1</sup> )
<p><b>Annual Accounts</b> Receive the Trust's audited annual accounts</p> <p><b>Audits</b> Appoint external auditors for Trust and academies.</p>	<p>Appoint the Accounting Officer</p> <p>Agree long term financial objectives of the Trust</p> <p><b>Budgets</b> Determine the proportion of the overall academy budget to be retained for central services</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><b>Annual Accounts and Report</b> Review and sign off</p> <p><b>Financial controls and policies</b> Ensure proper financial controls are in place</p> <p>Establish a Trust Charging and Remissions Policy and keep this under review</p> <p><b>Audits</b> Appoint internal auditors for Trust and academies.</p> <p>Ensure recommendations in internal and external audit reports are addressed</p> <p><sup>3</sup> The Board delegates the detailed scrutiny and oversight of the budget and financial controls to the Board's Finance and Audit Committee but</p>	<p>(CEO) Act as the Accounting Officer</p> <p><b>Budgets</b> Prepare the annual budget for the Trust</p> <p>Monitor the income, expenditure, cash flow and balance sheet of the Trust</p> <p>Prepare monitoring reports for the Trustees</p> <p>Scrutinise the budgets for the academies for recommendation to the Board Finance and Audit Committee</p> <p>Consider any variances to delegated budget reported by the Local Governance Committee/EP for approval</p> <p><b>Annual Accounts and Report</b> Work with auditors to prepare and present to Board for approval. Submit to Members and ESFA and publish on Trust website.</p> <p><b>Financial controls and policies</b> Ensure proper financial controls are in place</p> <p>Ensure adequate risk, financial and asset management systems are in place across the Trust</p> <p>Maintain a register of business interests across the Trust</p> <p><b>Audits</b> Review Academy and Trust internal and external audit reports and ensure recommendations are addressed</p> <p><b>Other</b> Approve staff expenses for the Executive Team</p> <p>Open bank accounts</p>	<p><b>Budgets</b> Approve the annual budget for the Academy</p> <p>Monitor the income, expenditure and cash flow of the Academy</p> <p>Ensure any variances from the budget are reported to the Executive Team</p> <p><b>Financial controls and policies</b> Ensure proper financial controls are in place at the Academy</p> <p>Ensure compliance with RMET Procurement Policy (in Finance Policy)</p> <p>Observe the Trust's policy on charging and remissions</p> <p>Develop appropriate risk management strategies, under the guidance of RMET</p> <p><b>Audits</b> Ensure recommendations in Academy internal audit reports are addressed</p> <p><b>Other</b> Ensure provision of free school meals to those pupils meeting the criteria</p> <p><sup>2</sup> <i>Sponsored Academy (or one causing concern) - all the responsibilities listed above are for the EP and/or Executive Team</i></p>	<p><b>Budgets</b> Ensure the preparation of the annual budget for the Academy with the assistance of relevant staff</p> <p>Monitor the income, expenditure and cash flow of an Academy</p> <p>Prepare monitoring reports for the Local Governance Committee (if they monitor budgets)</p> <p>Report the financial position of the Academy to RMET in the format required and at the times required by RMET</p> <p><b>Financial controls and policies</b> Ensure proper financial controls are in place at the Academy</p> <p><b>Other</b> Approve staff expenses at the Academy</p> <p>Ensure provision of free school meals to those pupils meeting the criteria</p> <p><sup>1</sup> <i>see note in first table</i></p>

## STAFFING AND HR

Members	Trust Board	Executive Team	Local Committee	Principal (and EP <sup>1</sup> )
	<p><b>Staffing structures</b> Define any overarching management structures across Trust and budget</p> <p><b>Policies</b> Adopt Trust-wide HR policies and procedures</p> <p><b>Appointments, suspensions, dismissals</b> Appoint, suspend or dismiss the CEO, acting through a committee</p> <p>Appoint, suspend or dismiss the Trust Executive Leaders (excluding the CEO), acting through a committee and in consultation with the CEO</p> <p>Appoint, suspend or dismiss Principals (note that this is the responsibility of the Trustees according to the AoA but is delegated to the CEO by the Trustees)</p> <p>Appoint, suspend or dismiss the Company Secretary and Clerk</p> <p><b>Performance management</b> Conduct the performance management of the CEO, acting through a committee</p> <p>Conduct the performance management review of the Company Secretary and Clerk</p> <p><b>Pay recommendations</b> (Remuneration Committee) Review and approve pay progression recommendations by 31 December each year:</p> <ul style="list-style-type: none"> <li>• for Principals, by CEO and DCEO</li> <li>• for Academy SLT, by Principals (anonymised)</li> <li>• for Executive Leaders, by CEO</li> </ul>	<p><b>Staffing structures</b> Determine the SLT and senior support staff structures for each Academy</p> <p><b>Policies</b> Develop suitable Trust HR policies and procedures for adoption by Trustees and ensure their effective implementation</p> <p><b>Appointments, suspensions, dismissals</b> Appoint, suspend or dismiss members of the Central Trust Team (excluding the Executive Leaders and as otherwise reserved to the Trustees)</p> <p>Appoint, suspend or dismiss Principals and Associate Principals (delegated by Board to CEO)</p> <p>Monitor and review staffing changes across the Trust</p> <p><b>Performance management</b> Conduct the performance management of the Central Trust Team (including the Executive Leaders, but excluding the CEO), by CEO, DCEO or other Executive Leaders as appropriate</p> <p>(CEO/DCEO) Conduct the performance management of Principals and Associate Principals</p> <p><b>Pay recommendations</b> (CEO/DCEO) Review the salaries for Principals, Associate Principals and Executive Leaders and take to Remuneration Committee for approval, by 31 December each year</p> <p>Review and moderate annual pay recommendations made by Principals for their Academy leadership team and teaching staff</p>	<p><b>Staffing structures</b> Support the Principal in the development and review of an appropriate Academy staffing structure</p> <p><b>Appointments &amp; performance management</b> Participate in the process to appoint the Principal as requested by the Executive Team and take part in the performance management of the Principal (usually the Chair of Governors)</p> <p>Support academy leaders in the appointment of Academy staff to ensure that the Academy is fully staffed in accordance with the agreed structure</p> <p><b>Policies</b> Ensure the Trust's HR policies and procedures are implemented in the Academy, including the appointment, induction and performance management of staff, pay review process and procedures for dealing with disciplinary matters, grievances and dismissal</p> <p><b>Early retirement etc</b> Consider any requests for early retirement, flexible working or leave of absence, with advice from RMET's Head of HR as required</p>	<p><b>Staffing structures</b> Determine staffing requirements within the Academy and budget</p> <p>Agree the SLT and senior support staff structures with RMET</p> <p><b>Policies</b> Implement the Trust HR policies and procedures in the Academy</p> <p><b>Appointments, suspensions, dismissals</b> Appoint all teaching and non-teaching staff. For Vice Principals or higher, appointment to be with agreement of Executive Team.</p> <p>Suspend or dismiss teaching and non-teaching staff in consultation with the Executive Team</p> <p><b>Performance management</b> Conduct (or delegate to academy leaders) the performance management of staff in the Academy</p> <p><b>Pay recommendations</b> Submit an anonymised report to Executive Team of pay recommendations for Academy leadership team and teaching staff</p> <p><b>Early retirement etc</b> Consider and approve applications for early retirement, flexible working, secondment and leave of absence, with agreement of local committee as required</p> <p><sup>1</sup> see note in first table</p>

STANDARDS, CURRICULUM AND TARGET SETTING				
Members	Trust Board	Executive Team	Local Committee	Principal (and EP <sup>1</sup> )
Receive an annual report from the Trustees and the CEO on standards	Receive a termly report from the Executive Team regarding standards (including attendance)	<p>Review KPIs related to standards for Academies and across the Trust for identification of any areas of concern for referral to the Trustees</p> <p>Provide a termly report to the Trustees regarding standards (including attendance)</p> <p>Provide oversight of the target setting for pupil achievement and progress by the Principals and monitor against targets</p> <p>Review and approve the Academy Improvement Plans and monitor progress against them</p> <p>Monitor the impact of Pupil Premium, Year 7 Literacy and Numeracy Catch-up Premium (secondary) and Sports Premium (primary) across the Trust</p>	<p>Ensure effective processes are in place for monitoring the quality of teaching and learning, the curriculum, inclusion and sharing of good practice across the Academy</p> <p>Monitor the KPIs reported by the Principal and other Academy leaders relating to standards and pupil attendance</p> <p>Review, discuss and approve the Academy Improvement Plan and monitor progress against the Plan throughout the year</p> <p>Monitor the use and impact of Pupil Premium, Year 7 Literacy and Numeracy Catch-up Premium (secondary) and Sports Premium (primary) and ensure required information is published on the Academy website</p>	<p>Develop the Academy Improvement Plan for approval by the Local Governance Committee and implement the Plan, providing regular updates on progress</p> <p>Ensure the curriculum is delivered at the Academy including compliance with any funding agreement requirements</p> <p>Make provision for a daily collective act of worship (or gain exemption)</p> <p>Set targets for pupil achievement and progress and monitor against targets</p> <p>Report to the Executive Team and the Local Governance Committee against KPIs relating to standards and pupil attendance</p> <p>Ensure effective deployment of Pupil Premium, Year 7 Literacy and Numeracy Catch-up Premium (secondary) and Sports Premium (primary) and monitor the impact. Ensure required information is published on the Academy website.</p> <p><sup>1</sup> see note in first table</p>

ADMISSIONS				
Members	Trust Board	Executive Team	Local Committee	Principal (and EP <sup>1</sup> )
	Adopt a Trust-wide Admissions Policy template	<p>Ensure that the impact of any proposed changes to an Academy's admission arrangements are considered in light of other academies / schools in the area</p> <p>Propose a Trust-wide Admissions Policy template for adoption by the Trustees</p> <p>Provide oversight and support of the implementation of the admissions arrangements across the Trust</p> <p>Provide guidance, text and documentation for admissions consultation on an Academy joining the Trust (and for any subsequent changes)</p>	<p>Undertake consultation, publish admissions and determine arrangements as required in accordance with the School Admissions and Appeals Codes</p> <p>Ensure effective arrangements are in place for pupil recruitment</p> <p>Contribute to the development of the Academy prospectus</p>	<p>Ensure compliance with the Trust-wide Admissions Policy</p> <p>Make arrangements for pupil recruitment, Academy prospectus etc.</p> <p>Ensure participation in the Fair Access Protocol</p> <p><sup>1</sup> see note in first table</p>



<b>ACADEMY ORGANISATION (session times, term dates, age range, extended school provision)</b>				
<b>Members</b>	<b>Trust Board</b>	<b>Executive Team</b>	<b>Local Committee</b>	<b>Principal (and EP<sup>1</sup>)</b>
	Approve any significant changes to session times, term dates, age range or extended school provision	Determine changes to session times, term dates, age range or extended school provision on recommendation from Principal/ Local Governance Committee	Determine changes to session times, term dates, age range or extended school provision on recommendation from Principal, and refer to RMET for agreement	<p>Set the Academy session times and term dates in agreement with the Local Governance Committee and RMET</p> <p>Ensure that the Academy meets for 380 sessions in an academic year</p> <p>Refer any proposed changes to Academy age range or extended school provision to RMET</p> <p><sup>1</sup> see note in first table</p>

<b>SAFEGUARDING</b>				
<b>Members</b>	<b>Trust Board</b>	<b>Executive Team</b>	<b>Local Committee</b>	<b>Principal (and EP<sup>1</sup>)</b>
	<p>Review overall outcomes of Academy Safeguarding Audits conducted by independent personnel</p> <p>Adopt a Trust Safeguarding and Child Protection Policy</p>	<p>Review KPIs related to safeguarding for identification of any areas of concern for referral to the Trustees</p> <p>Ensure that each Academy has appointed a designated teacher to support Looked After Children</p> <p>Ensure annual Safeguarding Audits are conducted on each Academy by independent personnel and report to the Trustees on overall outcomes</p> <p>Report to the Trustees on the procedures in place for safeguarding and on matters as they arise</p>	<p>Appoint a designated governor for Safeguarding</p> <p>Provide oversight of the implementation of the Safeguarding and Child Protection Policy</p> <p>Complete and submit the annual LA Governors' Safeguarding Report (with Academy input) and ensure that any areas identified for improvement are addressed</p> <p>Receive the report of the independent Safeguarding Audit and ensure that any areas identified for improvement are addressed</p> <p>Ensure the Single Central Record is complete and regularly up-dated</p> <p>Ensure the Academy has an appropriate number of trained DSLs and that their details are published on the Academy website</p>	<p>Add Academy-specific details to RMET Safeguarding and Child Protection Policy and ensure implementation</p> <p>Ensure input to the annual LA Governors' Safeguarding Report and address any areas identified for improvement</p> <p>Receive the report of the independent Safeguarding Audit and ensure any areas identified for improvement are addressed.</p> <p>Appoint a designated teacher to support Looked After Children and ensure the role is compliant with statutory guidance</p> <p>Ensure the Single Central Record is maintained</p> <p>Approve off-site visits for pupils of more than 24 hours</p> <p>Discuss any staff or local governor DBS returns with disclosed information with the Executive Team</p> <p><sup>1</sup> see note in first table</p>

<b>SPECIAL EDUCATIONAL NEEDS AND DISABILITY (SEND)</b>				
<b>Members</b>	<b>Trust Board</b>	<b>Executive Team</b>	<b>Local Committee</b>	<b>Principal (and EP<sup>1</sup>)</b>
	Review overall educational performance of SEND pupils	Review KPIs related to SEND across the Trust for identification of any areas of concern for referral to the Trustees  Ensure Academies have effective SEND policies in place  Ensure compliance with the Disability Discrimination Act requirements within the Academies	Provide oversight of the implementation of the SEND Policy within the Academy and compliance with the Disability Discrimination Act requirements  Monitor effectiveness of Academy's SEND provision (e.g. through link governor, governor visits, in-depth consideration at a meeting)	Designate a teacher to be responsible for co-ordinating SEND provision  Add Academy-specific details to RMET SEND Policy template and ensure implementation  Liaise with the Local Authority in respect of pupils who have (or might have) SEND  Make provision for SEND pupils with or without a statement or Education, Health and Care plan  Ensure compliance with the Disability Discrimination Act requirements within the Academy  <i><sup>1</sup> see note in first table</i>

<b>BEHAVIOUR</b>				
<b>Members</b>	<b>Trust Board</b>	<b>Executive Team</b>	<b>Local Committee</b>	<b>Principal (and EP<sup>1</sup>)</b>
	Review the use of exclusions across the Trust	Review KPIs related to behaviour for identification of any areas of concern for referral to the Trustees  Ensure each Academy has an effective Behaviour Policy in place  Review the overall pattern of exclusions and report to the Trustees	Ensure the implementation of a Behaviour Policy for the Academy  Monitor behaviour and exclusions in the Academy  Convene a panel to review an exclusion of a pupil (if required)	Prepare and implement a Behaviour Policy for the Academy  Take the decision to exclude a pupil for a fixed term or permanently (if required)  Notify the LA, Trust and Governors of an exclusion (as required)  <i><sup>1</sup> see note in first table</i>

<b>COMPLAINTS</b>				
<b>Members</b>	<b>Trust Board</b>	<b>Executive Team</b>	<b>Local Committee</b>	<b>Principal (and EP<sup>1</sup>)</b>
	Adopt a Trust Complaints Policy and receive reports from the Executive Team regarding the level of formal complaints across the Trust	Determine a Trust Complaints Policy  Hear complaints at the relevant stage  Monitor the level of formal complaints across the Trust	Hear complaints at the relevant stage  Monitor the level of formal complaints at the Academy	Respond to complaints in accordance with the Trust Complaints Policy and report to Local Governance Committee and Executive Team on formal complaints  <i><sup>1</sup> see note in first table</i>

<b>RISK, HEALTH, SAFETY AND ESTATES</b>				
<b>Members</b>	<b>Trust Board</b>	<b>Executive Team</b>	<b>Local Committee</b>	<b>Principal (and EP<sup>1</sup>)</b>
	<p>Review risk management and maintain a Trust risk register</p> <p>Approve insurance arrangements</p> <p>Adopt a Trust Health and Safety Policy</p> <p>Review and maintain a buildings' strategy and asset management planning arrangements</p>	<p>Identify proforma risk matters to inform the Academy specific risk register</p> <p>Review any risks reported by the Local Governance Committees and make any recommendations or notifications to the Trustees as appropriate</p> <p>Monitor the implementation of the Trust Health and Safety Policy across the Academies</p>	<p>Review the Risk Register of the Academy and report any significant risks identified to the Executive Team</p> <p>Appoint a Local Governor to participate in a Health and Safety visit to the Academy each year, and to report back to the Local Governance Committee</p> <p>Ensure the Academy has a designated Health and Safety member of staff who has overall responsibility for every aspect of Health and Safety</p> <p>Ensure the Academy's estate is maintained so it is fit for purpose and provides a safe, attractive and appropriate environment</p>	<p>Maintain and update the Risk Register of the Academy</p> <p>Implement the Trust Health and Safety Policy</p> <p>Monitor the implementation of the Health and Safety Policy and ensure that appropriate risk assessments are being carried out</p> <p>Ensure the Academy has a designated Health and Safety member of staff who has overall responsibility for every aspect of Health and Safety</p> <p>Ensure the Academy's estate is maintained so it is fit for purpose and provides a safe, attractive and appropriate environment</p> <p><sup>1</sup> see note in first table</p>

<b>CORE FUNCTIONS AND SERVICES</b>				
<b>Members</b>	<b>Trust Board</b>	<b>Executive Team</b>	<b>Local Committee</b>	<b>Principal (and EP<sup>1</sup>)</b>
		<p>Determine scope of mandatory core services to be procured and delivered by RMET on behalf of the academies.</p> <p>Arrange provision of central Trust services including: central finance package, payroll and pensions, insurances, membership of Challenge Partners and the use of the Every system.</p> <p>Determine which essential services should be procured by each academy, e.g. waste collection.</p>	<p>Ensure essential services procured by the Academy represent good value for money.</p>	<p><sup>1</sup> see note in first table</p>

CONTRACTS				
Members	Trust Board	Executive Team	Local Committee <sup>2</sup>	Principal (and EP <sup>1</sup> )
Approve any service contracts for Trustees	<p>Adopt a Trust-wide Procurement Policy (as part of the Trust Finance Policy)</p> <p>Set the delegated levels of authority for contracts</p> <p>Approve contracts which constitute related party transactions</p> <p>Adopt a Trustee &amp; Governors' Allowances Policy in accordance with the Trust Finance Policy</p>	<p>Review opportunities for collaborative procurement</p> <p>Enter into central procurement contracts within an agreed budget, ensuring demonstration of VfM (this should be minuted)</p> <p>Make payments within agreed financial limits</p>	<p>Enter into contracts up to the limits of delegation and within an agreed budget</p> <p>Support the Trust 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><sup>2</sup> <i>Sponsored Academy (or one causing concern) - all the responsibilities listed above are for the EP and/or Executive Team</i></p>	<p>Make payments within agreed financial limits</p> <p>Enter into contracts within an agreed budget, considering central procurement, ensuring demonstration of VfM (this should be minuted)</p> <p>Act as a signatory of an Academy specific bank account</p> <p><sup>1</sup> <i>see note in first table</i></p>

INFORMATION MANAGEMENT, COMMUNICATION, BRANDING AND MARKETING				
Members	Trust Board	Executive Team	Local Committee	Principal (and EP <sup>1</sup> )
	<p><b>Data protection &amp; storage</b> Adopt data protection policies and procedures to cover:</p> <ul style="list-style-type: none"> <li>the requirement to notify individuals as to how information is to be used and</li> <li>on the matter of safe storage.</li> </ul>	<p><b>Data protection &amp; storage</b> 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 Executive Team</p> <p>Ensure registration with the Information Commissioner's Office is up to date</p> <p><b>Communication</b> Conduct reviews of Trust and Academy websites to ensure compliance</p> <p><b>Branding and marketing</b> Ensure that all branded items follow RMET Branding Guidelines (e.g. stationary, staff ID badges, email signatures)</p> <p>Review and approve any long-life Academy marketing materials (e.g. logo, website, prospectus, items published in newspapers and magazines, videos, radio adverts)</p>	<p><b>Data protection &amp; storage</b> Ensure the effective implementation of data protection policies and procedures in the Academy</p> <p><b>Communication</b> Ensure Academy systems are in place in line with the Trust's strategy for effective communication with pupils, parents/carers, staff and the wider community including the support of a local parent teacher association (if established)</p>	<p><b>Data protection &amp; storage</b> Maintain accurate and secure pupil records</p> <p>Maintain accurate and secure staff records for the Academy</p> <p>Ensure compliance with all data protection legislation and procedures in the Academy</p> <p><b>Communication</b> Ensure the publication of Academy information, ensuring that all electronic communication, including web pages, are up to date</p> <p>Ensure Academy systems are in place in line with the Trust's strategy for effective communication with pupils, parents/carers, staff and the wider community including the support of a local parent teacher association (if established)</p> <p>Report any major/serious incident to RMET immediately</p> <p><b>Branding and marketing</b> Ensure that all branded items follow RMET Branding Guidelines (e.g. stationary, staff ID badges, email signatures)</p>

				<p>Gain RMET approval for any long-life marketing materials (e.g. logo, website, prospectus, items published in newspapers and magazines, videos, radio adverts)</p> <p>Gain RMET permission for any interviews, photography or filming by media</p> <p><sup>1</sup> see note in first table</p>
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## Appendix A: RMET Structure

