



Roles and Functions Matrix

To foster a spirit of optimism, aspiration and achievement within children and young people by setting and delivering on high expectations.

Focus on enabling stakeholders and professionals in trust schools that serve the different religious, ethnic and cultural communities making up Bradford to share experience and skills and offer children a broad community perspective at the heart of their education. This will develop pupils who are well-rounded, socially aware, skilled citizens, proud to build a magnificent future for their area.

To use the real and deep expertise in the primary phase to make a significant contribution towards improving schools in the trust and locality by building a collaborative community of practitioners with outstanding expertise across all areas.

Core Values

The learner is at the heart of all we do;

- A belief in the ability of all pupils and a relentless focus on high expectations, achievement and excellent academic progress for all;
- The value of creativity in the curriculum that allows the development of broader skills and attributes including those less easy to measure;
- Support for all who work in our schools, linked to professional development opportunities, promoting success for learners in the trust;
- A commitment to partnership with families and the wider community;
- The promotion of community cohesion, citizenship and mutual respect;
- An emphasis on the importance of transitions between education settings and the creation of a seamless learning journey;
- The trust will follow a moral approach, based on inclusive educational values.

Our Charter

The expectations that everyone in our trust can expect

We are committed to building success for all our learners, promoting a sense of pride in their identity as citizens of their locality, city and the U.K.

All our young people will become:

- Successful life-long learners who enjoy learning, make progress and achieve
- Confident individuals who are able to live safe, healthy and fulfilling lives
- Responsible citizens who make a positive contribution to society

Our learning community will:

- Value, respect and support the individual and collective needs of all learners.
- Provide an education of excellence to enable all learners to make the very best use of their individual talents and abilities.
- Maintain a broad, balanced, creative and appropriately challenging curriculum catering for the needs of all students.
- Encourage learners to take pride in their membership of the school community and to contribute to the running of the school.
- Provide and maintain a safe, caring and stimulating physical, social and learning environment.
- Engage with parents, the community and partner schools to improve educational outcomes for all, valuing equally the contribution of all stakeholders to our success.
- Respect, value and celebrate the diversity of local, national and global communities.
- Employ all staff according to national and local authority terms and conditions as a minimum, engaging with relevant professional associations.
- Promote job satisfaction and security and a commitment to ongoing professional development for all staff.
- Share a whole-hearted commitment to well-being for all.

Roles and Functions Matrix

Governance				
Strategic Accountability		Operational Responsibility		
Members	Trustees	Executive Team	LGB members	Headteachers (SPG)
Gill Holland Adeeba Malik OBE Dame Naila Zafar	Paul Bailey Gareth Davies Rob Freeth Diane Hadwen Louis Harvey William Nabarro (Chair) Jeremy Townend (Finance, Audit & Risk) Mohammed Yaseen Wahid Zaman (CEO)	Wahid Zaman (CEO) Ailsa Hoyland (CFO)	Imran Manzoor - Byron Steve Nunn – Denholme Gareth Logan - Fearnville Rizwan Rehman - Lapage Barbara Potter - Victoria Shabnam Ahsan - Parkwood	Wahid Zaman (Chair) Richard O' Sullivan (Byron) Malcolm Campbell (Denholme) Richard Ballantine (Parkwood / Lapage) Jane Dark (Victoria) Andrea Gray (Fearnville)

Governance

Members	Trustees	Executive Team	LGB members	Headteacher
<p>To review and amend the Articles of Association</p> <p>To appoint and remove members and trustees</p> <p>To change the name of the Academy Trust</p> <p>To receive an annual report from the Trustees and the CEO on the Academy Trust's performance</p>	<p>To review and amend:</p> <ul style="list-style-type: none"> the Governance Charter the Terms of Reference for the Trust Board the Constitution and Terms of Reference of Trust Boards and their sub- committees the Constitution and Terms of Reference of the Local Governing Bodies (including those relating to Transition and Intervention Boards where appropriate) the Terms of Reference for delegation to the Executive this Role and Functions Matrix <p>To determine the Board's Reserved Matters</p> <p>To determine the educational character, mission, vision and ethos of the Academy Trust</p> <p>To develop, review and deliver a 3 year business plan</p> <p>To appoint a Clerk to the Trustees</p> <p>To review and amend the policies of the Academy Trust</p> <p>To provide overview, scrutiny and challenge of academy education and financial performance</p> <p>To establish forums for</p> <ul style="list-style-type: none"> Chairs of Governors Headteachers <p>To ensure there is effective communication between the Trustees and the LGB</p>	<p>To attend meetings of the Trustees and to provide reports on the performance of the trust's academies</p> <p>To support the appointment process for the Clerk to the trust</p> <p>To secure professional development opportunities and advice on behalf of the trustees in support of their roles</p> <p>To support the trustees and the academies in developing and articulating the trust's vision and the preparation and delivery of trust- wide and school specific development plans and policy requirements</p> <p>To drive improvements in the trust's academies through focussed support and challenge of the leadership teams</p>	<p>To champion the vision and values in the school and to ensure the spiritual wellbeing of pupils</p> <p>To determine the educational and spiritual character, mission or ethos of a particular school (to the extent that it is not inconsistent with that of the Academy Trust) in collaboration with the Headteacher</p> <p>To ensure that the school 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>To nominate for appointment from its number: Chair, Vice- Chair and Local Governors with specific responsibilities for special educational needs, child protection, pupil premium and financial matters</p> <p>To appoint a Clerk to the Local Governing Bodies</p> <p>To review and amend the policies of the Academies (in line with any Academy Trust prescribed policy)</p> <p>To implement a means whereby the school can receive and react to pupil, parent and staff feedback</p> <p>To establish and maintain a relationship with members of the local community</p>	<p>To develop and implement development plans for the educational character, mission or ethos of a particular school (to the extent that it is not inconsistent with that of the Academy Trust) as determined by the LGB</p> <p>To attend meetings of the LGB and to provide a Headteacher's report</p> <p>To support the appointment process for the Clerk</p> <p>To tailor Trust-wide policies to Academies as recommended by the Executive Team</p>

	<p>To appoint (ratify appointment) chairs to governing bodies</p> <p>To support the Chairs of Governors on the leadership of their respective LGBs</p> <p>To consult with the LGB's on any proposals they might have to establish any sub-committees other than temporary, ad hoc</p> <p>sub-committees required to deal with specific issues</p>			
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Finance

Members	Trustees	Executive Team	LGB members	Headteacher
To appoint external auditors who provide a report on the financial probity of trust.	<p>To appoint internal auditors</p> <p>To sign off annual accounts and report</p> <p>To approve the annual budget for the Trust</p> <p>To approve the financial scheme of delegation</p> <p>To appoint a finance committee and agree its terms of reference and delegated responsibility</p> <p>To approve any significant changes to the approved budget</p> <p>To monitor income, expenditure, cash flow and balance sheet of the Academy Trust</p> <p>To establish a Charging and Remissions Policy and to keep this under review</p> <p>To appoint an Accounting Officer</p> <p>To ensure proper financial controls are in place</p> <p>To maintain a register of business interests</p> <p>To scrutinise (acting through its Finance Committee) the budgets for its Academies for recommendation to the Trustees' Finance Committee</p> <p>To ensure adequate risk, financial and asset management systems are in place across the Academy</p> <p>To consider any variances on delegated budget reported by the LGBs for approval</p>	<p>To prepare the annual budget for the Academy Trust</p> <p>To monitor the income, expenditure, cash flow and balance sheet of the Academy Trust</p> <p>To prepare monitoring reports for the Trustees</p> <p>(CEO) To act as the Accounting Officer</p> <p>To ensure proper financial controls are in place and adhered to</p> <p>To maintain a register of business interests (of the Executive Team)</p> <p>To set up and approve staff expenses for other members of the Executive Team</p> <p>To open bank accounts</p>	<p>To appoint a Local Governor responsible for finance</p> <p>To approve the annual budget for the school</p> <p>To monitor the income, expenditure and cash flow of a school</p> <p>To ensure any variances from the budget are reported to the Trust Board Finance Committee</p> <p>To ensure proper financial controls are in place at the school</p> <p>To maintain a register of business interests</p> <p>To ensure provision of free school meals to those pupils meeting the criteria</p> <p>To provide statutory information regarding the amount and expenditure of pupil premium funding (including early years pupil premium)</p>	<p>To ensure the preparation of the annual budget for the school with the assistance of relevant staff</p> <p>To monitor the income, expenditure and cash flow of a school</p> <p>To provide monitoring reports for the LGBs</p> <p>To ensure proper financial controls are in place at the school</p> <p>To ensure provision of free school meals to those pupils meeting the criteria</p> <p>To authorise and approve staff expenses at the school</p>

Contracts

Members	Trustees	Executive Team	LGB members	Headteacher
<p>To approve any service contracts for trustees</p>	<p>To review and approve a Trust-wide procurement policy</p> <p>To set the delegated levels of authority for contracts</p> <p>To approve contracts with a value above £10,000</p> <p>To approve contracts which constitute related party transactions</p> <p>To set up and approve Trustee expenses in accordance with the Trust Conflict of Interest Policy</p> <p>To review opportunities for collaborative procurement</p>	<p>To implement the trust wide procurement policy</p> <p>To enter into contracts up to the limits of delegation and within an agreed budget</p> <p>To make payments within agreed financial limits</p> <p>To advise on opportunities for collaborative procurement</p>	<p>To enter into contracts up to the limits of Delegation and within an agreed budget.</p> <p>To seek authorisation for expenditure above delegated limits.</p> <p>To support the Trust Board in its monitoring and evaluation of the delivery of any central services and functions provided or procured by the Academy Trust for the school</p>	<p>To make payments within agreed financial limits</p> <p>To enter into contracts up to the limits of delegation and within an agreed budget</p> <p>To act as a signatory of a school specific bank account</p>

Curriculum and Standards

Members	Trustees	Executive Team	LGB members	Headteacher
<p>To receive an annual report from the Trustees and the CEO on standards</p>	<p>To appoint an education standards committee (Outcome and Accountability)</p> <p>To approve a Trust- wide Curriculum Policy (Strategic Partnership Group) ensuring provision of a balanced and broadly based, holistic curriculum entitlement that includes the statutory elements:</p> <ul style="list-style-type: none"> • a prohibition on political indoctrination and a balanced treatment of political issues; and • a written policy on sex and relationship education <p>To approve policies on religious education and collective acts of worship across the trust</p> <p>To receive a termly report from the CEO regarding standards</p> <p>To review and approve effectiveness of a trust wide strategic plan.</p>	<p>To develop and oversee the implementation of a Trust-wide strategic plan identifying any areas of concern for referral to the Trustees.</p> <p>To provide oversight of the implementation of the Trust-wide Curriculum Policy</p> <p>To provide a termly report to the Trustees regarding standards</p> <p>To provide oversight of the target setting for pupil achievement and progress by the Headteacher and monitor against targets</p> <p>To monitor the KPI figures reported from the Headteacher relating to standards</p>	<p>To approve the curriculum proposed by the Headteacher (to the extent that it is consistent with the Trust-wide policy)</p> <p>To ensure effective processes are in place for monitoring the quality assurance of teaching and learning, the appropriateness and effectiveness of the curriculum and the sharing of good practice across the school in order to assure genuine inclusion and equal opportunities for all.</p> <p>To develop and approve the School Development Plan, arising out of school and trust self-evaluation, and monitor the KPI figures reported from the Headteacher relating to standards</p>	<p>To ensure the curriculum is delivered at the school including compliance with any funding agreement requirements</p> <p>To make provision for a daily collective act of worship</p> <p>To prepare a draft school Development Plan for approval by the LGB</p> <p>To propose targets and milestones for pupil achievement and progress and monitor against targets</p> <p>To report termly KPI figures for the Executive Team and the LGB relating to standards</p>

Special Educational Needs (SEN)

Members	Trustees	Executive Team	LGB members	Headteacher
	<p>To determine a Trust- wide SEN and Disability Discrimination Act Policy</p> <p>Ensure mechanisms are in place to identify and respond to concerns through a review of KPIs across the Trust</p>	<p>To provide oversight of the implementation of the Trust-wide SEN Policy</p> <p>To ensure compliance with the Disability Discrimination Act requirements within the Academies identifying any areas of concern for referral to the Trustees</p>	<p>To appoint a Local Governor responsible for SEN and inclusion</p> <p>To review and maintain the school's SEN Policy that is compliant with the Trust-wide SEN policy.</p> <p>To provide oversight of the implementation of the policy within the school and compliance with the Disability Discrimination Act requirements</p>	<p>To designate a teacher to be responsible for co-ordinating SEN provision</p> <p>To liaise with the local authority in respect of students who have (or might have) SEN</p> <p>To make provision for SEN pupils with or without a statement or Education, Health and Care plan</p> <p>To ensure compliance with the Disability Discrimination Act requirements within the school</p>

Safeguarding				
Members	Trustees	Executive Team	LGB members	Headteacher
To receive an annual report on the trust's effectiveness on safeguarding children	<p>To review and approve trust-wide policies on: Safeguarding and Child Protection; Staff code of conduct; Whistle blowing</p> <p>To review and approve a Trust-wide policy regarding school trips</p> <p>Ensure mechanisms are in place to identify and respond to concerns through a review of KPIs across the Trust</p>	<p>To ensure that each School has appointed a designated teacher to support looked after children</p> <p>To make arrangements for safeguarding audits to be conducted by independent personnel</p> <p>To report to the Trustees on the procedures in place for safeguarding and on matters and areas for concern as they arise</p>	<p>To appoint a designated governor for safeguarding</p> <p>To review and maintain policies on Safeguarding and Child Protection, staff code of conduct and whistle blowing for the School(consistent with the Trust-wide policies)</p> <p>To ensure the completion of the single central record and its regular up-dating</p> <p>To approve off-site visits for pupils of more than 24 hours</p>	<p>To appoint a designated teacher to support looked after children and to ensure the role is compliant with statutory guidance</p> <p>To implement policies on Safeguarding and Child Protection, staff code of conduct and whistle blowing for the school.</p> <p>To ensure the single central record is maintained and up to date</p>
Behaviour				
	<p>To review and approve Trust-wide best practice and principles for Behaviour Policies</p> <p>To review the use of exclusions across the Trust</p> <p>To convene a committee to review any appeals for permanent exclusion of a pupil</p> <p>Ensure mechanisms are in place to identify and respond to concerns through a review of KPIs across the Trust</p>	<p>To prepare Trust-wide Behaviour principles and best practice for review and approval by the Trustees</p> <p>To review the overall pattern of exclusions and to report to the Trustees</p> <p>Identification of any areas of concern for referral to the Trustees</p>	<p>To review and approve and ensure the implementation of a Behaviour Policy for the School that is compliant with the trust principles</p> <p>To convene a committee to review any exclusion of a pupil</p>	<p>To prepare a Behaviour Policy for the School for review and approval by the LGB</p> <p>To exclude a pupil for a fixed term or permanently</p>

Admissions (to be managed by a SLA with the LA)

Members	Trustees	Executive Team	LGB members	Headteacher
	<p>To review and approve a Trust-wide Admissions Policy</p> <p>To ensure that the impact of any proposed changes to a school's admission arrangements are considered in light of the other Academies in the Trust</p>	<p>To propose a Trust-wide Admissions Policy for review and approval by the Trustees</p> <p>To provide oversight of and support of the implementation of the admissions arrangements across the Academy Trust</p>	<p>To undertake consultation, publish admissions and determine arrangements as required in accordance with the School Admissions and Appeals Codes</p> <p>To make arrangements for determining admissions and hearing admission appeals</p> <p>To ensure effective arrangements are in place for pupil recruitment</p> <p>To contribute to the development of the School prospectus which reflects membership of the trust</p>	<p>To provide direction to the LGB as to requirements under the School Admissions and Appeals Codes</p> <p>To ensure compliance with the Trust-wide policy</p> <p>To make arrangements for determining admissions and hearing admission appeals</p> <p>To participate in local admissions forum</p> <p>To ensure participation in the fair access protocol</p>

Attendance and Welfare

Members	Trustees	Executive Team	LGB members	Headteacher
	<p>To receive a termly report from the Executive Team regarding attendance and pupil welfare</p> <p>To review and approve a Trust-wide Complaints Policy and receive reports from the Executive Team regarding the level of complaints across the Academy Trust</p> <p>To evaluate the impact of pupil premium across the Academy trusts</p> <p>Ensure mechanisms are in place to identify and respond to concerns through a review of KPIs across the Trust</p>	<p>To monitor the levels of attendance in the Academies and report termly to the Trustees</p> <p>To monitor the impact of the pupil premium across the Academy Trusts</p> <p>To review the level of complaints across the Academy Trust</p>	<p>To review attendance and pupil absences for all groups (as part of the KPIs) identifying any trends and report to trustees through the CEO</p> <p>To appoint a Local Governor responsible for statutory grants including pupil premium</p> <p>To monitor the impact of the pupil premium in the school</p> <p>To review and approve a School Complaints Policy (consistent with the Trust-wide policy)</p> <p>To hear complaints at the relevant stage</p> <p>To ensure effective arrangements are in place for pupil & parental support and engagement and representation at the school</p> <p>To support the Academy Trust and the Headteacher in the extended school provision in the school</p>	<p>To maintain a register of pupil attendance</p> <p>To report on attendance and pupil absences (as part of the KPIs)</p> <p>To review and maintain Home-School agreements</p> <p>To set the times of School sessions and the dates of School terms and holidays being mindful of trust priorities</p> <p>To ensure effective deployment of the Pupil Premium and to monitor its impact</p> <p>To provide an School Complaint Policy consistent with the Trust-wide policy for review and approval by the LGB and to hear complaints at the relevant stage</p> <p>To ensure that the School meets for 380 sessions in a School year</p>

Staffing

Members	Trustees	Executive Team	LGB members	Headteachers
	<p>To ensure HR processes comply with statute and trust values</p> <p>To define any overarching management structures across Academy Trust and budget</p> <p>To review and approve Trust-wide staff policies and procure</p> <p>To appoint, suspend and dismiss the CEO acting through a committee.</p> <p>To conduct the performance management review of the CEO (acting through the remuneration committee)</p> <p>To appoint, suspend and dismiss the Executive Leaders (excluding the CEO) acting through a committee and in consultation with the CEO</p> <p>To appoint, suspend and dismiss the Company Secretary and Clerk</p> <p>To conduct the performance management review of the company Secretary and clerk</p> <p>To provide input as requested by the Executive Team on the recruitment of Headteachers</p>	<p>To determine the senior leadership and non- teaching structures for each Academy</p> <p>To advise the Trustees on suitable Trust-wide policies and procedures and to ensure their effective implementation</p> <p>To monitor and review staffing changes across the Academy Trust</p> <p>(CEO) To conduct the performance management review of the Executive Team (excluding the CEO) with support from the remuneration committee</p> <p>To appoint, suspend and dismiss members of the Executive Team (excluding the Executive Leaders and as otherwise reserved to the Trustees)</p> <p>To conduct the performance management review of the Executive Team</p> <p>Working with trustees to point, suspend and dismiss the Headteachers</p> <p>To conduct the performance management of Headteachers with support from LGBs</p>	<p>To participate in the process to appoint the Headteacher as requested by the Executive Team (acting with the delegated authority of the Trust Board) and to take part in the performance management of the Headteacher</p> <p>To support the Headteacher in the development and review (from time to time) of an appropriate staffing structure for the School and for the appointment of School staff to ensure that the School is fully staffed in accordance with that structure</p> <p>To ensure that there is effective communication between the Headteacher and the Executive Principal</p> <p>o ensure the Academy Trust's policies on all HR matters are implemented in the school</p> <p>To monitor and scrutinise the implementation of the Academy Trust's policies at the School for HR matters including the appointment, induction and performance management of staff, pay review process and procedures for dealing with disciplinary matters, grievances and dismissal</p>	<p>To determine staffing requirements within each School and budget</p> <p>To implement the Trust-wide policies and procedures in the school</p> <p>To appoint teaching and non-teaching staff</p> <p>To suspend or dismiss teaching and non-teaching staff in consultation with the Executive Team</p> <p>To conduct the performance management of staff in the school</p> <p>To approve applications for early retirement, secondment and leave of absence</p>

Information Management and Communication

Members	Trustees	Executive Team	LGB members	Headteacher
	<p>To review and approve Data Protection Policies and Procedures to cover:</p> <ul style="list-style-type: none"> the requirement to notify individuals as to how information is to be used and on the matter of safe storage. 	<p>To ensure compliance with all data protection legislation and good practice across the Academies</p> <p>To support the individual academies on the effective safe storage of data</p> <p>To maintain accurate and secure staff records for the Executive Team</p> <p>To ensure registration with the Information Commissioner's Office is up to date.</p>	<p>To ensure the effective implementation of the Data Protection Policies and Procedures in the school</p> <p>To ensure systems are in place in line with the School Trust's strategy at the school for effective communication with pupil, parents or carers, staff and the wider community including the support of a local parent teacher association (if established)</p>	<p>To ensure the publication of school information, ensuring that all electronic communication, including web pages, are up to date</p> <p>To maintain accurate and secure pupil records</p> <p>To maintain accurate and secure staff records for the school</p> <p>To ensure compliance with all data protection legislation and good practice in the school</p>

Health, Safety, & Risk Estates

Members	Trustees	Executive Team	LGB members	Headteachers
	<p>To appoint a risk and audit committee</p> <p>To review risk management and maintain a risk register</p> <p>To approve insurance arrangements</p> <p>To review and maintain a buildings strategy and asset management planning arrangements</p> <p>To review and approve a Trust-wide Health and Safety policy</p> <p>To review and approve a Trust-wide Lettings policy</p> <p>To identify proforma risk matters to inform the school specific risk register</p> <p>To review the Risk Reports provided by the LGBs and make any recommendations to the Executive Team or notifications to the Trustees as appropriate</p> <p>To monitor the Trust arrangements for the effective supervision of building maintenance and minor works</p> <p>To monitor the implementation of the Academy's Health and Safety Policy across the Academies</p>	<p>To prepare the risk register for the Academy Trust</p> <p>To procure buildings and related insurance and make proposals to the Trustees</p> <p>To prepare a buildings strategy and asset management planning arrangements</p> <p>To propose a Trust-wide Health and Safety Policy for the Trustees' approval</p> <p>To monitor and support the implementation of the Trust-wide Health and Safety Policy</p> <p>To draw up, agree and monitor an accessibility plan for each school in consultation with the Headteacher</p>	<p>To appoint a Local Governor responsible for health and safety</p> <p>To review the risk register of the school and prepare the Risk report for the Trust Board</p> <p>To review and approve a Health and Safety Policy for the school (in line with the Trust-wide policy)</p> <p>To review the implementation of the above policy and ensure that appropriate risk assessments are being carried out in the school</p> <p>To conduct site inspections to review any health and safety issues and the security of premises and equipment</p>	<p>To prepare the risk register for the LGB having regard to the risks identified by the Trust Board</p> <p>To prepare a Health and Safety Policy for the school (in line with the Trust-wide policy) for review and approval by the LGB</p> <p>To monitor the accident book and agree appropriate actions</p> <p>To ensure suitable risk assessments are prepared and appropriate actions taken</p> <p>To review security of premises and equipment</p> <p>To implement the Trust- wide lettings policy</p> <p>To liaise with the Executive Team on the accessibility plan for the school</p>