

## Appendix 4 - Roles and Responsibilities of Governance

This document outlines the different areas of responsibility for United Learning, the senior executives, the LGB and the headteacher. It has been divided into sub areas in which the responsibilities of each group are shown. Governance should be, at all times, in line with the strategies of the Group Board.

<b>Governance</b>			
Trustees -	Senior Executives and Central Office -	Local Governing Body -	Headteacher -
<ul style="list-style-type: none"> <li>• are legally responsible for the charities, schools and their governance</li> <li>• are responsible for its own processes in line with the legal requirements as set down in the Articles of Association and, for academies, the Master Funding Agreement</li> <li>• have legal responsibility for statutory compliance</li> <li>• can choose to delegate some responsibilities to the LGBs and to senior executives</li> <li>• are responsible for succession planning and the recruitment of the Charity Chairs, Board Members and LGB Chairs (delegated to the Chair of the relevant Charity) to ensure an appropriate balance of skills and effectiveness</li> <li>• are responsible for its own training and new member induction</li> <li>• are responsible for evaluating their own processes and effectiveness.</li> </ul>	<ul style="list-style-type: none"> <li>• act on behalf of the Boards to enable them to discharge their duties in relation to statutory compliance and the performance of schools</li> <li>• are responsible for supporting the Boards and LGBs with their training and new member induction</li> <li>• are responsible for providing the Boards and LGBs with advice and guidance to help them improve and evaluate their processes and effectiveness</li> <li>• provide administrative support for the Boards.</li> </ul>	<ul style="list-style-type: none"> <li>• is responsible for its own processes in line with the legal requirements as set down in the Articles of Association and, for academies, the Master Funding Agreement</li> <li>• is responsible for succession planning and the recruitment of Governors to ensure an appropriate balance of skills and effectiveness</li> <li>• contributes to the recruitment of the LGB Chair</li> <li>• is responsible for its own training</li> <li>• is responsible for evaluating its own processes and effectiveness</li> <li>• members are responsible for declaring any business interests they have in relation to the school – a template for recording these interests at LGB meetings can be found at Appendix 6.</li> </ul>	<ul style="list-style-type: none"> <li>• school provides administrative support and arrangements for clerking for the LGB.</li> </ul>

<b>Communication across the shared Governance</b>			
Trustees -	Senior Executives and Central Office -	Local Governing Body -	Headteacher -
<ul style="list-style-type: none"> <li>• communicate a clear strategic vision for the charities and the schools.</li> </ul>	<ul style="list-style-type: none"> <li>• ensure good communication between the Boards, headteacher and school, and LGB Chair.</li> </ul>	<ul style="list-style-type: none"> <li>• LGB Chair and headteacher are responsible for ensuring Governors have all the information they require to be well informed about both the school and United Learning</li> <li>• LGB Chair and headteacher are also responsible for ensuring the views of the LGB are well communicated to United Learning.</li> <li>• is responsible for submitting agendas / papers / minutes for LGB meetings to the appropriate Education Director</li> <li>• is responsible for ensuring the activities of the LGB are communicated clearly to the school community</li> </ul>	<ul style="list-style-type: none"> <li>• Headteacher and LGB Chair are responsible for ensuring Governors have all the information they require to be well informed about both the school and United Learning</li> <li>• LGB Chair and headteacher are also responsible for ensuring the views of the LGB are well communicated to United Learning.</li> </ul>

<b>Strategic Planning</b>			
Trustees -	Senior Executives and Central Office	Local Governing Body -	Headteacher -
<ul style="list-style-type: none"> <li>• develop the overall strategic vision for United Learning, its constituent charities and schools</li> <li>• approve the 5 year Strategic Plans from all the schools.</li> </ul>	<ul style="list-style-type: none"> <li>• are responsible for implementing the Boards' strategic vision</li> <li>• provide professional support and encouragement to the school in developing and implementing its strategic plan.</li> </ul>	<ul style="list-style-type: none"> <li>• is responsible for overseeing the implementation of the Boards' strategic vision as it applies to the school</li> <li>• jointly with headteacher is responsible for developing the school's Strategic Plan</li> <li>• jointly with headteacher oversees the development and regular updating of the school's Development/Improvement Plan.</li> </ul>	<ul style="list-style-type: none"> <li>• jointly with LGB is responsible for developing the school's 5 Year Strategic Plan</li> <li>• jointly with LGB is responsible for developing the school's annual Development Plan</li> <li>• is responsible for implementing the 5 Year Strategic Plan and the Development/Improvement Plan.</li> </ul>

<b>Overall academic performance</b>			
<b>Trustees -</b>	<b>Senior Executives and Central Office -</b>	<b>Local Governing Body -</b>	<b>Headteacher -</b>
<ul style="list-style-type: none"> <li>• have ultimate responsibility for the overall performance of United Learning, its constituent charities and the schools within the charities.</li> </ul>	<ul style="list-style-type: none"> <li>• provide professional support to schools to support improvement and delivery of high quality academic performance</li> <li>• are responsible for monitoring the school's performance and compliance</li> <li>• are responsible for monitoring the school's response to the recommendations of the last inspection and any significant changes in the quality of education or care</li> <li>• are responsible for monitoring the overall quality of pupils' progress, achievements and learning</li> <li>• are responsible for monitoring progress, achievement and learning of different groups of pupils (such as special needs, looked after children, racial groups, students with disabilities, students with English as an Additional Language, highly able students).</li> </ul>	<ul style="list-style-type: none"> <li>• is responsible for supporting the school in its self-evaluation of significant strengths and weaknesses (academic and other achievements, personal development, and governance, leadership and management)</li> <li>• is responsible for knowing and understanding the school's response to the recommendations of the last inspection and any significant changes in the quality of education or care</li> <li>• is responsible for knowing, understanding and challenging the overall quality of pupils' achievements and learning (achievement, attainment, progress, attitudes)</li> <li>• is responsible for knowing, understanding and challenging the achievement and learning of different groups of pupils (such as special needs, looked after children, racial groups, students with disabilities, students with English as an Additional Language, highly able students and students facing financial disadvantage), and the provisions that are in place to support them.</li> </ul>	<ul style="list-style-type: none"> <li>• In conjunction with the LGB, is responsible for the accurate self-evaluation of the school, its strengths and weaknesses and for implementing a plan of action to improve and develop based on the evaluation</li> <li>• has a detailed understanding of the achievements and progress of different groups of pupils based on accurate evidence of individual pupil achievement and progress</li> <li>• knows what to do to improve academic performance and ensures appropriate action is taken in a timely, consistent and strategic way.</li> </ul>

## Recruitment of staff

Trustees -	Senior Executives and Central Office -	Local Governing Body -	Headteacher -
<ul style="list-style-type: none"> <li>• are responsible for the recruitment and appointment of the Chief Executive and senior central office executives</li> <li>• are responsible for the recruitment and appointment of headteachers, in close consultation with the LGB.</li> </ul>	<ul style="list-style-type: none"> <li>• provide the Boards and schools with professional HR support and advice relating to the recruitment of staff</li> <li>• provide the Boards with administrative support in the recruitment of headteachers and senior staff</li> <li>• are responsible for monitoring the Single Central Record and statutory compliance with respect to training for safer recruitment on behalf of the Boards</li> <li>• support the headteacher by joining appointment panels or otherwise contributing to the appointment process of senior leadership team members as invited</li> <li>• oversee the benchmarking of non-substantive headteachers the group may wish to appoint on a permanent basis</li> </ul>	<ul style="list-style-type: none"> <li>• when invited to do so (and would be expected in the case of senior leadership posts), supports the headteacher by joining appointment panels or otherwise contributing to the appointment process</li> <li>• contributes in close consultation to the appointment of the headteacher</li> <li>• using key performance data provided by the school stays fully aware of the school's activity in terms of its staff, staffing structures and more general HR data, and can support and challenge appropriately</li> <li>• is responsible for knowing and understanding the training requirements for safer recruitment including Governors' training if taking part in recruitment processes.</li> </ul>	<ul style="list-style-type: none"> <li>• In conjunction with the LGB, is responsible for the recruitment and appointment of school staff other than the headteacher</li> <li>• reports key performance on recruitment and more general HR to central office and the LGB</li> <li>• is responsible for the accuracy of the school's Single Central Record and statutory compliance with respect to training for safer recruitment.</li> </ul>

## Staff professional development

Trustees -	Senior Executives and Central Office -	Local Governing Body -	Headteacher -
<ul style="list-style-type: none"> <li>• are responsible for ensuring sufficient resources are allocated to people development</li> <li>• are responsible for the development of the staff development strategy</li> </ul>	<ul style="list-style-type: none"> <li>• provide support for professional development, training, induction, talent development and succession planning across the whole group</li> <li>• lead strategic vision</li> <li>• design, develop, commission and deliver professional development programmes.</li> </ul>	<ul style="list-style-type: none"> <li>• monitors effectiveness of professional development through reports from the headteacher and supports and challenges appropriately.</li> </ul>	<ul style="list-style-type: none"> <li>• develops and implements the school's strategy</li> <li>• delivers professional development programmes at school level</li> <li>• provides professional development update reports to LGB</li> <li>• contributes to groupwide professional development programme.</li> </ul>

## Performance Management

Trustees -	Senior Executives and Central Office -	Local Governing Body -	Headteacher -
<ul style="list-style-type: none"> <li>• are responsible for setting overall policies for performance management</li> <li>• are directly responsible for the performance management of the Chief Executive.</li> </ul>	<ul style="list-style-type: none"> <li>• are directly responsible for the performance management of the headteacher.</li> <li>• provide professional support for performance management across all schools</li> <li>• lead the strategic vision</li> <li>• monitor performance management across all schools</li> </ul>	<ul style="list-style-type: none"> <li>• supports the headteacher in monitoring the performance management of staff</li> <li>• contributes to pay and bonus review processes</li> <li>• contributes to performance management of the headteacher</li> <li>• participates in appeals as part of the grievance, capability or disciplinary process.</li> </ul>	<ul style="list-style-type: none"> <li>• implements performance management for staff in school</li> <li>• provides reports on performance management to the LGB.</li> </ul>

<b>Quality of Teaching</b>			
Trustees -	Senior Executives and Central Office -	Local Governing Body -	Headteacher -
<ul style="list-style-type: none"> <li>• are responsible for ensuring sufficient resources are allocated to deliver the highest possible quality of teaching</li> </ul>	<ul style="list-style-type: none"> <li>• along with the LGB, are responsible for supporting, challenging and advising the school in its programme of improvement</li> <li>• are responsible for monitoring statutory compliance on behalf of the Boards</li> </ul>	<ul style="list-style-type: none"> <li>• is responsible for knowing and understanding the school's own evaluation of the quality of teaching</li> <li>• with the central office team is responsible for supporting and challenging the school in its programme of improvement</li> </ul>	<ul style="list-style-type: none"> <li>• is responsible for the quality of teaching in the school</li> <li>• is responsible for the accurate self-evaluation of the quality of teaching, its strengths and weaknesses and for implementing action to address this</li> </ul>
<b>Curriculum</b>			
Trustees -	Senior Executives and Central Office -	Local Governing Body -	Headteacher -
<ul style="list-style-type: none"> <li>• are responsible for the strategic vision for the schools' curriculum and qualifications framework</li> </ul>	<ul style="list-style-type: none"> <li>• provides curriculum and qualifications guidance for all schools</li> <li>• monitor the implementation of the curriculum and qualifications, strategic vision and guidance</li> <li>• along with the LGB are responsible for supporting, challenging and advising the school in the development and implementation of its curriculum and qualifications framework</li> <li>• are responsible for monitoring statutory compliance on behalf of the Boards</li> </ul>	<ul style="list-style-type: none"> <li>• is responsible for agreeing the principles on which the school's qualifications and curriculum policies are based in line with guidance as prepared by United Learning</li> <li>• is responsible for knowing and understanding the school's own evaluation of the quality of its curricular and extra-curricular provision</li> <li>• is responsible for supporting, challenging and advising the school in the development and implementation of its curriculum and qualifications framework and its extra-curricular provision</li> </ul>	<ul style="list-style-type: none"> <li>• is responsible for the development and implementation of the school's curriculum and qualifications framework</li> <li>• is responsible for the development and implementation of the school's extra-curricular provision</li> </ul>

<b>Welfare and Child Protection</b>			
<p>Trustees -</p> <ul style="list-style-type: none"> <li>• are responsible for setting overall policies for safeguarding and child protection.</li> <li>• set the strategic vision for the spiritual, moral, social and cultural development of pupils.</li> <li>• review on an annual basis each school's safeguarding policy and practices and how their duties have been discharged on the recommendation of the charity's named Safeguarding Trustee and the Executive.</li> </ul>	<p>Senior Executives and Central Office -</p> <ul style="list-style-type: none"> <li>• provide safeguarding and child protection guidance for all schools</li> <li>• monitor the implementation of the safeguarding and child protection guidance</li> <li>• are responsible for monitoring that each LGB is effectively scrutinising statutory compliance with respect to safeguarding and child protection for all schools on behalf of the Boards</li> <li>• are responsible for monitoring statutory compliance with respect to the quality of spiritual, moral, social and cultural development of pupils on behalf of the Boards</li> <li>• ensure all Board members have the appropriate child protection checks and are recorded on the central Single Central Record.</li> </ul>	<p>Local Governing Body -</p> <ul style="list-style-type: none"> <li>• appoints a Governor to have specific responsibility for welfare and child protection in the school, reporting to full LGB as appropriate</li> <li>• nominates a Governor (usually the Chair) to liaise with the LA or partner agencies</li> <li>• monitors, supports and challenges the welfare and child protection in the school including <ul style="list-style-type: none"> <li>(i) child protection (ii) exclusions (iii) serious disciplinary incidents (iv) attendance and (v) behaviour</li> </ul> </li> <li>• is responsible for knowing and understanding the school's own evaluation of the quality of spiritual, moral, social and cultural development of pupils</li> <li>• is responsible for ensuring the school is compliant with regulations which ban corporal punishment.</li> <li>• for Independent schools is required to ensure that there is a written risk assessment policy to safeguard and promote the welfare of students at the school. The LGB must ensure that the policy is effectively implemented and that action is taken to reduce any risks identified.</li> </ul>	<p>Headteacher -</p> <ul style="list-style-type: none"> <li>• is responsible for safeguarding and child protection within the school</li> <li>• is responsible for the quality of spiritual, moral, social and cultural development of pupils</li> <li>• is responsible for ensuring compliance with regulations which ban corporal punishment</li> <li>• is responsible for ensuring that arrangements take into account the procedures and practice of the local authority</li> <li>• is responsible for providing reports on welfare and child protection to the LGB.</li> <li>• Is responsible for identifying risks to effective safeguarding and taking action to reduce potential risks.</li> </ul>

<b>Health and Safety</b>			
Trustees -	Senior Executives and Central Office -	Local Governing Body -	Headteacher -
<ul style="list-style-type: none"> <li>• are responsible for setting overall policies for health and safety</li> </ul>	<ul style="list-style-type: none"> <li>• provide health and safety guidance for all schools</li> <li>• monitor the implementation of the health and safety guidance</li> <li>• are responsible for monitoring statutory compliance with respect to health and safety on behalf of the Boards</li> </ul>	<ul style="list-style-type: none"> <li>• appoints a Governor to have specific responsibility for health and safety in the school, reporting to full LGB as appropriate</li> <li>• monitors, supports and challenges the health and safety in the school</li> </ul>	<ul style="list-style-type: none"> <li>• is responsible for health and safety within the school</li> <li>• is responsible for the implementation of health and safety policies and for statutory compliance</li> <li>• is responsible for providing reports on health and safety to the LGB.</li> </ul>

<b>Provision of information</b>			
Trustees -	Senior Executives and Central Office -	Local Governing Body -	Headteacher -
<ul style="list-style-type: none"> <li>• no direct role and responsibility.</li> </ul>	<ul style="list-style-type: none"> <li>• monitor statutory compliance on behalf of the Boards</li> <li>• are responsible for monitoring statutory compliance in relation to the information provided to the regulators, parents and others on behalf on the Boards</li> <li>• provide guidance and model policies.</li> </ul>	<ul style="list-style-type: none"> <li>• is responsible for monitoring the quality information provided by the school</li> <li>• is responsible for supporting and challenging the school on the quality of information</li> <li>• is responsible for reviewing school policies and their implementation on an annual programme.</li> </ul>	<ul style="list-style-type: none"> <li>• is responsible for the development and implementation of school policies in line with statutory requirements</li> <li>• ensures LGB access to all information provided to regulators, parents, prospective parents and the local community</li> <li>• ensures the information provided by the school is of a high quality.</li> </ul>



<b>The handling of complaints</b>			
Trustees -	Senior Executives and Central Office -	Local Governing Body -	Headteacher -
<ul style="list-style-type: none"> <li>• no direct role and responsibility.</li> </ul>	<ul style="list-style-type: none"> <li>• are responsible for monitoring statutory compliance in relation to complaints</li> <li>• provide guidance and model policies on complaints handling</li> <li>• redirect complaints received at central office to the appropriate person.</li> </ul>	<ul style="list-style-type: none"> <li>• is responsible for handling and monitoring of complaints</li> <li>• is responsible for managing and hearing any appeals as part of the complaints process</li> <li>• receives regular reports from the headteacher on all complaints.</li> </ul>	<ul style="list-style-type: none"> <li>• is responsible for responding to and dealing with all complaints, initially at school level provides the LGB with regular reports on all complaints.</li> </ul>
<b>Review of local school policies, processes and procedures</b>			
Trustees -	Senior Executives and Central Office -	Local Governing Body -	Headteacher -
<ul style="list-style-type: none"> <li>• review on an annual basis each school's safeguarding policy on the recommendation of the charity's named Safeguarding Trustee</li> </ul>	<ul style="list-style-type: none"> <li>• development of exemplar policies and compliance checklists</li> </ul>	<ul style="list-style-type: none"> <li>• ensure adherence to regular cycle of school policy review e.g. SEN, data protection, complaints, equality statement</li> <li>• ensure that practice within the school reflects most up-to-date policy documents – if practice does not follow policy guidance then policies are not effective and should be reviewed</li> <li>• regular cycle of process scrutiny e.g. attendance registers, complaints log, work experience procedures</li> </ul>	<ul style="list-style-type: none"> <li>• regular updating of all school policies e.g. SEN, data protection, complaints, equality statement</li> <li>• regular updating of process and procedures e.g. attendance registers, complaints log, work experience procedures</li> </ul>
<b>Links with community, parents, carers, and guardians</b>			
Trustees -	Senior Executives and Central Office -	Local Governing Body -	Headteacher -
<ul style="list-style-type: none"> <li>• no direct role and responsibility.</li> </ul>	<ul style="list-style-type: none"> <li>• no direct role and responsibility.</li> </ul>	<ul style="list-style-type: none"> <li>• is responsible for monitoring the school's links with community, parents, carers and guardians</li> <li>• is responsible for supporting and challenging the school to improve and develop links.</li> </ul>	<ul style="list-style-type: none"> <li>• is responsible for developing effective links with community, parents, carers and guardians.</li> </ul>

<b>Finance</b>			
Trustees -	Senior Executives and Central Office -	Local Governing Body -	Headteacher -
<ul style="list-style-type: none"> <li>• are legally responsible for the charities' assets and accounts and for statutory compliance</li> <li>• develop the overall strategic vision for the finances of the group, the individual charities and the schools</li> <li>• set the financial parameters for the schools' budgets</li> <li>• develop the strategic plan for capital expenditure, considering all schools' Five Year plans.</li> </ul>	<ul style="list-style-type: none"> <li>• act on behalf of the Boards to discharge the duties in relation to statutory compliance and financial performance of the schools</li> <li>• provide accounting, financial planning, treasury and financial systems services for schools</li> <li>• prepares the Budget for approval by the Board</li> </ul>	<ul style="list-style-type: none"> <li>• receives summary management accounts from central office to ensure the LGB is fully aware of the school's financial performance</li> <li>• advises the headteacher on priorities of strategic plan based on budget assumptions</li> <li>• contributes views in relation to priorities within the final budget</li> <li>• is responsible, with the headteacher, for recommending capital expenditure priorities</li> <li>• is responsible, in consultation with senior executives and the headteacher, for developing a fees strategy (independent schools only)</li> </ul>	<ul style="list-style-type: none"> <li>• works closely with central office executives in the preparation of the Budget for approval by the Board</li> <li>• is responsible for controlling costs and ensuring budget commitments are met</li> <li>• is responsible, with the LGB, for developing capital expenditure priorities for submission in line with the school's 5 year strategic plan</li> </ul>

<b>Buildings and maintenance</b>			
Trustees -	Senior Executives and Central Office -	Local Governing Body -	Headteacher -
<ul style="list-style-type: none"> <li>• develop the strategic plan for capital expenditure, considering all schools' Five Year plans.</li> </ul>	<ul style="list-style-type: none"> <li>• develop the wider estates policy in line with the charities' strategy</li> <li>• provide the Boards and schools with professional support and advice relating to the management of buildings and estates</li> <li>• are responsible for monitoring compliance with statutory regulations relating to premises and accommodation.</li> </ul>	<ul style="list-style-type: none"> <li>• monitors planned capital works and the impact of the strategic plan on the quality of school buildings</li> <li>• is responsible, with the headteacher, for developing priorities for capital expenditure and large scale 'minor works' in line with the strategic plan.</li> </ul>	<ul style="list-style-type: none"> <li>• is responsible for the maintenance of the school and facilities, with support from central office</li> <li>• is responsible, with the LGB, for developing priorities for capital expenditure and large scale 'minor works' in line with the strategic plan.</li> </ul>

<b>Inspection</b>			
Trustees -	Senior Executives and Central Office -	Local Governing Body -	Headteacher -
<ul style="list-style-type: none"> <li>• receive final inspection reports.</li> </ul>	<ul style="list-style-type: none"> <li>• provide support to the school prior to and during inspections.</li> </ul>	<ul style="list-style-type: none"> <li>• understands the requirements of the inspection process and supports the headteacher</li> <li>• is responsible for engaging fully with the inspection process</li> <li>• communicates the outcomes of the inspection process with parents, carers and guardians.</li> </ul>	<ul style="list-style-type: none"> <li>• is responsible for ensuring all staff and the LGB fully understand requirements of the inspection process</li> <li>• is responsible for ensuring the school is 'inspection ready' at all times.</li> </ul>

<b>Boarding (as applicable)</b>			
Trustees -	Senior Executives and Central Office -	Local Governing Body -	Headteacher -
<ul style="list-style-type: none"> <li>• no direct role or responsibility.</li> </ul>	<ul style="list-style-type: none"> <li>• are responsible for monitoring statutory compliance with respect to boarding on behalf of the Boards.</li> </ul>	<ul style="list-style-type: none"> <li>• appoints a Governor to have specific responsibility for boarding</li> <li>• is responsible for monitoring the school's evaluation of the quality of boarding provision</li> </ul>	<ul style="list-style-type: none"> <li>• is responsible for the quality of provision of boarding, and for implementing actions to address weaknesses.</li> </ul>

<b>Early years foundation stage (EYFS) (as applicable)</b>			
Trustees -	Senior Executives and Central Office -	Local Governing Body -	Headteacher -
<ul style="list-style-type: none"> <li>• no direct role or responsibility.</li> </ul>	<ul style="list-style-type: none"> <li>• are responsible for monitoring statutory compliance with respect to EYFS.</li> </ul>	<ul style="list-style-type: none"> <li>• appoints a Governor to have specific responsibility for EYFS</li> <li>• is responsible for monitoring the school's evaluation of the quality of EYFS provision.</li> </ul>	<ul style="list-style-type: none"> <li>• is responsible for quality of provision of EYFS, and for implementing actions to address weaknesses.</li> </ul>