

## Overview of statutory responsibilities and powers

Level	General role overview	Responsibilities/authorities within the Quality First Education Trust
<b>Members</b>	<p>In the most effective trusts, the members hold the trustees to account. Members have few obligations, however, and this is therefore a largely "hands-off role", with few meetings required.</p>	<ul style="list-style-type: none"> <li>• <b>To appoint/remove trustees:</b> The members will appoint/remove trustees by ordinary resolution (a vote passed by a simple majority of members).</li> <li>• <b>To change the Articles:</b> The members can control changes in the constitution, subject to DfE approval, and other fundamental decisions relating to the trust.</li> <li>• <b>To monitor/challenge the Q1E structure:</b> The members maintain an overview of the effectiveness of the trust's structure.</li> <li>• <b>To ensure the Q1E keeps to its charitable objects:</b> The members ensure that the trust's charitable objects are being met                         <ul style="list-style-type: none"> <li>- Primary object: to advance education for the public benefit</li> <li>- Secondary object: to provide recreational/leisure time activities for the community, in the interest of social welfare</li> </ul> </li> </ul>
<b>Trustees</b>	<p>The trustees are responsible and accountable for the trust's operation.</p> <p>They may choose to delegate some responsibilities and tasks to the executive head, LGBs, committees, schools or others (see the <b>scheme of delegation</b> overleaf), but they remain formally accountable.</p>	<ul style="list-style-type: none"> <li>• <b>To ensure quality of educational provision:</b> The trustees are responsible for the quality of provision in all the schools within the Q1E.</li> <li>• <b>To challenge and monitor performance:</b> The trustees are responsible for the performance of all the schools within the Q1E.</li> <li>• <b>To manage finances, property and staff:</b> The trustees are responsible for the funds, assets and contracts held by the Q1E and all the schools within it.</li> <li>• <b>To fulfil duties as a charity trustee:</b> duty of compliance, duty of prudence and duty of care.</li> <li>• <b>To fulfil duties as a company director:</b> duty to act within powers; duty to promote the success of the company; duty to exercise independent judgement; duty to exercise reasonable care, skill and diligence; duty to avoid conflicts of interest; duty not to accept benefits from third parties; duty to declare an interest in a proposed transaction or arrangement.</li> </ul>

## Scheme of Delegation

The scheme does not intend to provide a full job description for each level. It presents key responsibilities and their delegation by the Board where applicable.

	Q1E Board of Trustees	Q1E Executive	Q1E Heads	Local Governing Body (LGB)
<b>Strategy and governance</b>	<p><b>Overall responsibility for strategy and governance</b></p> <p>Review, challenge and approve:</p> <ul style="list-style-type: none"> <li>- Q1E vision, values and long-term strategic plan</li> <li>- annual Q1E development plan and KPIs</li> <li>- annual school improvement plans and KPIs (with LGB chair)</li> <li>- any Q1E-wide policies</li> </ul> <p>Determine level of delegation to LGBs</p> <p>Monitor statutory compliance and risk management for Q1E, scrutinising and intervening where necessary</p> <p>Review and approve new schools wishing to join Q1E</p> <p>Set schedule of Board meetings, set agendas, approve minutes</p> <p>Set committee structures and terms of reference</p>	<p>Develop and make recommendations to trustees about:</p> <ul style="list-style-type: none"> <li>- Q1E vision, values and long-term strategic plan</li> <li>- annual Q1E improvement plan and KPIs</li> <li>- annual school improvement plans and KPIs</li> <li>- any Q1E-wide policies.</li> </ul> <p>Consider requests from new schools to join Q1E and make recommendations to the trustees about these.</p> <p>Work collaboratively, ensuring all schools have a voice, and act as a key conduit between individual schools and the trustees.</p> <p>Oversee statutory compliance and risk management for Q1E</p> <p>Ensure governance information /policies etc. are updated and published as required</p> <p>Arrange clerking and support for Board meetings</p>	<p>(With LGB) set the vision and strategic direction of the school, within the Q1E's overarching strategy</p> <p>Ensure the LGB/Q1E board have the information they need to be well informed about the school, including via a twice-termly head's report, written in line with Q1E policy</p> <p>Develop long term strategic plan for the school, ensuring this aligns with the Q1E's strategic plan</p> <p>Develop annual school improvement plan</p> <p>Develop and implement school-level policies</p> <p>Arrange clerking and support for LGB meetings</p>	<p>(With head) set the vision and strategic direction of the school, within the Q1E's overarching strategy</p> <p>Work with Board to approve school annual development plan</p> <p>Support Board with the approval of annual KPIs for the school</p> <p>Monitor school's implementation of the Q1E vision, values, strategy and policies, as appropriate</p> <p>Review, challenge and approve school-level policies and monitor their implementation</p> <p>Appoint local governors, including at least two parents/carers, and monitor and record attendance</p> <p>Set schedule of full LGB meetings (at least twice a term), set agendas and approve minutes, in line with Q1E policy</p> <p>Set LGB sub-committee structures and terms of reference, as required locally</p>

	Q1E Board of Trustees	Q1E Executive	Q1E Heads	Local Governing Body (LGB)
<b>Educational provision</b>	<p><b>Overall responsibility for the performance of all Q1E schools</b></p> <p>Review, challenge and approve the overall Q1E educational model, including the broad approach to teaching and learning and curriculum</p> <p>Monitor school performance, scrutinising and intervening where necessary</p> <p>Determine admissions policies for all trust schools</p>	<p>Develop and make recommendations to trustees about:</p> <ul style="list-style-type: none"> <li>- the overall Q1E educational model, including the broad approach to teaching and learning and curriculum</li> <li>- Q1E educational policies, where appropriate</li> <li>- School admissions policies (the trust is the admissions authority for all the schools)</li> </ul> <p>Make individual admissions decisions, where the admissions policy allows discretion</p> <p>Develop strategy for cross-Q1E collaborative working to share and develop practice (e.g. professional learning communities)</p> <p>Develop strategy for cross-Q1E school improvement (e.g. GPE model)</p> <p>Support the Board to develop overall Q1E education policy</p> <p>Professional support to schools to develop educational provision</p> <p>Monitor school performance, pupil data and compliance with statutory duties &amp; Q1E policy</p> <p>Develop model policies &amp; checklists</p> <p>Facilitate professional learning teams/ communities (PLTs/PLCs) to develop provision across the Q1E for core subjects and SEND</p> <p>Support schools prior to and during inspections and GPEs</p>	<p><b>Responsible for quality of provision</b></p> <p>Set school curriculum, within the broad approach set by the Q1E</p> <p>Undertake school self-evaluation</p> <p>Take action to improve performance and address issues</p> <p>Manage admissions and exclusions, referring to the executive head for any individual decisions where the policy allows discretion</p> <p>Ensure appropriate policies in place, kept updated and followed by all staff</p> <p>Ensure the school contributes to cross-Q1E collaborative working, to share and develop practice</p> <p>Be 'inspection ready'</p>	<p>Scrutinise and monitor the school development plan and its implementation</p> <p>Scrutinise and monitor the school's attainment and progress reports, admissions and exclusions and statutory compliance (supported by the Executive)</p> <p>Contribute to and evaluate school systems and structures regarding educational provision</p> <p>Nominate a lead or link local governor for <b>SEND/inclusion</b></p> <p>Nominate a <b>standards lead</b> (and ideally a deputy lead) who is able to articulate the key data, and explain the process for monitoring data at local level</p>
<b>Safeguarding and wellbeing</b>	<p><b>Overall responsibility for safeguarding across the Q1E</b></p> <p><b>Accountability for health and safety (as the employer of Q1E staff)</b></p> <p>Review, challenge and approve overall Q1E policies, systems and structures for safeguarding and care</p>	<p>Develop overall Q1E policies, systems and structures regarding safeguarding and care, and make recommendations to trustees</p> <p>Provide support to schools and the Board on safeguarding, child protection and health &amp; safety</p> <p>Facilitate a professional learning team to develop safeguarding across the schools</p>	<p>Responsible for day-to-day safeguarding, child protection and health &amp; safety in the school</p>	<p>Review, challenge and monitor school systems and structures regarding safeguarding and care</p> <p>Nominate a <b>safeguarding lead</b> (and ideally a deputy safeguarding lead) and a <b>health and safety lead</b> who are able to articulate the processes for ensuring school practice is in line with Q1E policy</p>

	Q1E Board of Trustees	Q1E Executive	Q1E Heads	Local Governing Body (LGB)
<b>Staffing</b>	<p><b>Appoint Executive Head</b></p> <p><b>Agree appointment process for other key roles</b></p> <p><b>Sign off appointment of DofO &amp; DofF and heads</b></p> <p>Performance management of the Executive Head</p> <p>Monitor the performance management of heads, deputy heads, assistant heads and DofO &amp; DofF</p> <p>Review, challenge and approve pay and performance policies and decisions across the Q1E</p>	<p>Make recommendations to trustees on the criteria/ process/ panel for key appointments</p> <p><b>Appoint heads (with LGB) and deputies and assistant heads (with head and LGB)</b></p> <p><b>EXECUTIVE HEAD:</b> Development and performance management of heads (with LGB) and central team</p> <p>Develop strategy and plans for cross-Q1E staff development, e.g. through Teaching School programmes, joint INSET etc</p> <p>Develop Q1E recruitment strategy and staff succession planning strategy</p> <p>Develop Q1E pay and performance policies (recommend to trustees)</p> <p>Operational management of recruitment for Q1E roles and senior school roles</p> <p>Operational support for induction, training, professional development, succession planning and HR across Q1E</p> <p>Approve all recruitment plans and decisions, where schools have in-year deficits</p>	<p><b>Appoint deputies and assistant heads (as part of Q1E Executive, and with LGB)</b></p> <p><b>Appoint all school staff below deputy/assistant head level</b></p> <p>Set the school's staffing structure, within budget parameters</p> <p>Staff induction, training and performance management</p> <p>Succession planning at school level</p> <p>Manage staff issues</p> <p><b>Maintain Single Central Record</b></p> <p>Consult Executive Head on all recruitment plans</p>	<p><b>Appoint heads, deputies and assistant heads (with Q1E Executive)</b></p> <p>Review, challenge and monitor school staff structure for quality, efficiency and affordability</p> <p>Monitor the accuracy and compliance of the Single Central Record of staff</p> <p>Monitor staff matters/issues</p> <p>Support Q1E Executive to make recommendations on pay and performance</p>
<b>Finance</b>	<p><b>Overall responsibility for finance across the Q1E</b></p> <p>Approve Q1E budget, annual report and accounts, financial planning and reporting procedures and intervention rules</p> <p>Set the financial targets for the trust</p> <p>Set financial operating targets and guidelines for the schools in the trust</p> <p>Approve overall school budgets</p> <p>Determine levels of financial authority for Executive Head, Director of Finance, Heads and others</p>	<p>Develop budget setting processes and priorities across Q1E, and make recommendations to trustees</p> <p>Develop the details of financial intervention rules across Q1E, and make recommendations to trustees</p> <p>Finance support and advice to schools and the Board</p> <p>Accounting, financial planning, treasury and financial systems services for schools</p> <p>Prepare Q1E budget, annual report and accounts</p> <p>Proactively seek cost reduction, funding &amp; income generation opportunities for Q1E</p> <p>Ensure consistency of financial management and reporting across the trust</p> <p>Undertake scenario planning to inform future financial management</p>	<p>Develop and manage school budget within set parameters (as part of Executive Finance Team)</p> <p>Manage strategic spending priorities</p> <p>Control costs and ensure budget commitments are met</p>	<p>Recommend and challenge the school's strategic spending priorities</p> <p>Monitor and challenge the school's budget management</p>

	Q1E Board of Trustees	Q1E Executive	Q1E Heads	Local Governing Body (LGB)
<b>Procurement</b>	Approve Q1E-wide procurement plans and decisions	Develop strategy and plans for procurement of larger contracts across Q1E Manage Q1E-level/ cross-school procurement and contract management	School procurement	Monitor school procurement for efficiency and value
<b>Community</b>	Support marketing and PR for Q1E where appropriate	Develop Q1E strategy and plans for communication e.g. Q1E website, social media Undertake Marketing and PR for Q1E Help schools with parent, carer and community relations, marketing and PR Support with handling serious complaints Facilitate a professional learning team to develop citizenship/ enrichment provision across the schools	<b>Responsible for relationships with parents/ carers/ community</b> Undertake school marketing and PR Deal with school complaints (with support from Q1E central team for serious issues as required)	Help develop parent, carer and community relations Support school marketing and PR Support local forums and groups
<b>Premises</b>	Approve major building plans and decisions	Develop strategy and plans for major building work Manage building projects Facilitate a professional learning team to develop premises across Q1E	Maintenance of school premises and facilities	Monitor maintenance of school premises and facilities
<b>Other</b>	Take responsibility for own professional development, as individual trustees and as a board Monitor the trust's arrangements for data protection and ensure a DPO is appointed Maintain trust board register of business and pecuniary interests	Take responsibility for own professional development individually and as a team of senior professionals Develop strategy and plans for other projects Manage other major projects	Take responsibility for own professional development as headteacher Ensure school staff are aware of and follow Q1E and school policies	Take responsibility for own professional development as local governors Nominate a <b>data protection lead</b> who is able to articulate the processes for ensuring school practice is in line with Q1E policy Maintain LGB register of business and pecuniary interests