

Inspiration Trust Area of Specific Responsibility - GOVERNANCE	FUNCTION	Governance	
	Executive team member with overall accountability		CEO
	STAKEHOLDER	Responsibilities	ACCOUNTABLE TO...
	Trustees	<ul style="list-style-type: none"> <li>Trustees set the values and strategic direction and policies of the Trust.</li> <li>Trustees determine the governance structures for the Trust, approve the Scheme of Delegation and Risk Register.</li> <li>The Trustees will approve key statutory policies</li> </ul>	
	CEO	<ul style="list-style-type: none"> <li>Support Trustees in the recruitment and appointment of new Trustees, maintaining a skills audit of Trustee expertise to ensure a balance of relevant expertise at Board level.</li> <li>Support Governors in the recruitment of new LGB members for approval by the CEO.</li> <li>The Executive will be responsible for establishing the scheme of delegation.</li> <li>Proactively ensure that the Trust Board and their sub-committees have access to all necessary data and information, as and when they require it, in order to discharge their duties as Trustees in providing overview and scrutiny of the Trust's activities and in holding the Executive to account.</li> <li>Propose the overarching Trust risk register to trustees.</li> </ul>	Trust Board
	Principal	<ul style="list-style-type: none"> <li>Ensure compliance with the Trust's scheme of governance and scheme of delegation.</li> <li>The school will operate within the policies and procedures set out by the Trustees.</li> <li>Proactively ensure that the LGB and their sub-committees have access to all necessary data and information, as and when they require it, in order to discharge their duties as Governors in providing overview and scrutiny of the academy's activities and in holding the academy leadership team to account.</li> <li>Complete an annual risk register for their academy.</li> </ul>	CEO
	Head of Function / central services	<ul style="list-style-type: none"> <li>Liaise with the Education Funding Agency (EFA) and Charities Commission to ensure that the Trust's governance structure is clear, compliant and effective.</li> <li>Ensure that meetings of the LGB and their sub-committees are fully supported and appropriately clerked and organised.</li> <li>Support the cost of training of Trustees.</li> <li>Ensure that meetings of the Trust Board and their sub-committees are fully supported and appropriately clerked and organised.</li> <li>Maintain a policy review schedule and ensure all policy owners are notified in due course of review dates.</li> </ul>	CEO
LGB	<ul style="list-style-type: none"> <li>The LGB set the values and strategic policy of the academy within the limits established by the scheme of delegation.</li> <li>Support and contribute to the induction of LGB governors.</li> <li>The LGB will determine local policies not set by Trustees</li> </ul>		

Inspiration Trust Area of Specific Responsibility - GOVERNANCE	FUNCTION	Leadership	
	Executive team member with overall accountability		CEO
	STAKEHOLDER	Responsibilities	ACCOUNTABLE TO...
	Trustees	<ul style="list-style-type: none"> <li>The Trustees will appoint the Chief Executive Officer (CEO).</li> <li>The CEO will be the Executive Officer on the Board of Trustees. The CEO and Trustees will appoint the Executive Directors.</li> </ul>	
	CEO	<ul style="list-style-type: none"> <li>The CEO will be the Accounting Officer for the Trust and personally accountable to Parliament for the performance of the Trust.</li> <li>Maintain and performance manage an executive leadership team that is suitably experienced and qualified.</li> <li>The CEO will appoint and manage the executive leadership team which includes the COO, Director of Education, and the CFO.</li> <li>Principals, including Executive Principals, are appointed and performance managed by the CEO &amp; supported by the Executive team.</li> <li>Provide a national voice for the Trust managing reputation and identity with national and regional partners including Ministers, DfE, EFA, RSC and NSC, Charities Commission, Ofsted, HMRC, Local Authorities, Higher Education providers and other MATs.</li> <li>The Executive Team will be responsible for establishing and maintaining an operating model and staffing structure that delivers all of the necessary functions of the Trust effectively, efficiently and affordably.</li> </ul>	Trust Board
	Principal	<ul style="list-style-type: none"> <li>The Principal, in consultation with the Executive and LGB, will appoint the senior leadership team of the academy.</li> <li>The Principal is responsible for the line management of the school's senior management team.</li> <li>The Academy senior leadership team will be responsible for establishing and maintaining an operating model and staffing structure that delivers all of the functions delegated to the academy effectively, efficiently and affordably.</li> <li>Provide a local voice for the Trust and the academy managing reputation and identity with local and regional partners including the Local Authority, Child Protection Agencies, RSC offices, other academies and community based groups.</li> </ul>	CEO
	Head of Function / central services	<ul style="list-style-type: none"> <li>Maintain and performance manage specialised teams within each function of the central services.</li> <li>Providing specialist leadership and operational support to Principals to ensure that each Academy can perform at it's highest.</li> </ul>	COO
LGB	<ul style="list-style-type: none"> <li>The LGB will participate in the process of Principal appointment and performance management at the request of the Executive.</li> <li>The Principal will be the executive officer on the LGB.</li> <li>The LGB will satisfy themselves that the evidence provided by the Principal is accurate.</li> </ul>	CEO	

Inspiration Trust Area of Specific Responsibility - FINANCE	FUNCTION	Finance		
	Executive team member with overall accountability		CFO	
	STAKEHOLDER	Responsibilities		ACCOUNTABLE TO...
	Trustees	<ul style="list-style-type: none"> <li>Accountable for ensuring financial compliance and sustainability.</li> <li>Inspiration Trust Board will consider the annual audit findings and management reports for changes or improvements to financial procedures at all levels.</li> </ul> Approve: <ul style="list-style-type: none"> <li>Trust budget and holdback</li> <li>Financial targets for schools;</li> <li>Use of capital endowments;</li> <li>Running school deficit;</li> <li>Financial statements</li> <li>Financial procedures and scheme of delegation.</li> </ul>		
	CEO	<ul style="list-style-type: none"> <li>Employ a central accountancy team under the leadership of the CFO.</li> <li>Appoint the External Auditors for the Inspiration Trust.</li> <li>CFO will set out a budget plan for each academy, central trust, and for the whole trust with 3 year forecasts..</li> <li>Set financial policies</li> <li>Approve and recommend to Board:               <ul style="list-style-type: none"> <li>School budgets &amp; forecasts</li> <li>Use of reserves &amp; endowments</li> <li>School finance targets</li> </ul> </li> <li>Responsible for all MAT finance.</li> <li>Secure higher level of legal support for contract disputes, via CFO, likely to lead to a contract termination or penalty.</li> <li>Ensure value for money is being achieved across the trust.</li> </ul>		A&R
Principal	<ul style="list-style-type: none"> <li>Operate the academy within the Trust's financial procedures and scheme of delegation.</li> <li>Operate the academy in accordance with the EFA's latest version of the academies financial handbook.</li> <li>Manage the resources of the academy within the limits set out in the authorised budget.</li> <li>Inform the CFO immediately if there is a risk of a significant deviation from the authorised budget plan or a concern about cash flow.</li> <li>Provide relevant contract and service level agreement (SLA) data to Inspiration Trust as requested.</li> <li>Inform the Inspiration Trust Procurement Office about any commercial contractual agreements that are under consideration.</li> <li>Follow the advice given by Inspiration Trust regarding new contract purchases and seek approval prior to contract agreements.</li> </ul>		CFO	
Head of Function / central services	<ul style="list-style-type: none"> <li>Read and ensure that policies are maintained and up to date in accordance with the EFA's latest version of the Academies Financial Handbook.</li> <li>Provide the financial management system and financial planning systems for all academies.</li> <li>Utilise the on-line banking arrangements to monitor and manage bank accounts to ensure sufficient cash exists to manage financial liabilities.</li> <li>Maintain an accurate and up to-date financial management system as required by the procedures and policies set out by the CFO.</li> <li>Prepare monthly and end of year school finance documents.</li> <li>Maintain the banking system for all aspects of the Trust's work.</li> <li>Provide procedures manual for academy finance team. Provide: on-line; e-mail; telephone and on-site support for each</li> </ul>		CFO	

		<p>academy through in-house provision.</p> <ul style="list-style-type: none"> <li>● Provide support to each Academy in fully managing their budgets..</li> <li>● Provide the auditors with access to all information and systems, as they require.</li> <li>● Maintain a contracts database for Inspiration Trust. Prioritise contracts, in terms of impact on academies, for group wide procurement and management.</li> <li>● Find, implement and manage network procurement opportunities.</li> <li>● Negotiate directly with suppliers, on behalf of the academy, for high value contracts.</li> <li>● Assess whether each contract secures best value if negotiated at the local level or as part of a group approach.</li> <li>● Support each academy through competitive processes for locally negotiated contracts.</li> </ul>	
	LGB	<ul style="list-style-type: none"> <li>● The LGB will read and consider the audit report and management response for the individual academy in requiring changes or improvements to the implementation of financial procedures.</li> <li>● Will confirm whether the evidence provided surrounding school finances, particularly the school budget and use of resources vs education plans, is accurate.</li> <li>● To challenge the Principal's decisions and satisfy themselves that decisions made adhere to Trust procurement and contract guidelines.</li> </ul>	

Inspiration Trust Area of Specific Responsibility - HR

FUNCTION	HR & Staffing	
Executive team member with overall accountability	COO	
STAKEHOLDER	Responsibilities	ACCOUNTABLE TO...
Trustees	<ul style="list-style-type: none"> <li>Accountable for all HR compliance.</li> <li>Approve all HR policies</li> <li>Trust Board will consider the findings from the internal audit for changes to provision at all levels.</li> <li>Trustees will directly manage any HR procedures that may lead to employment termination for the CEO.</li> </ul>	
CEO	<ul style="list-style-type: none"> <li>Comply with all requirements and any investigations instigated by the Trust's internal audit function.</li> <li>CEO will directly manage HR procedures that may lead to employment termination for Principals and centrally employed staff in line with HR decision making matrix.</li> <li>Ensure the delivery of effective and best value recruitment support for academies.</li> <li>Approve significant staff restructures.</li> <li>Engage in recruiting key operational posts</li> <li>Staffing establishments to be determined by COO through application of CLFP parameters</li> </ul>	Trust Board
Principal	<ul style="list-style-type: none"> <li>Implementation of Trust HR policies and liaise with local relevant Trade Unions under guidance from the central HR team.</li> <li>Ensure local compliance with the Trust's Trade Union recognition agreement.</li> <li>Ensure staff are familiar with, and comply with, all HR policies through appropriate training and development.</li> <li>Seek HR advice at the earliest opportunity before initiating a formal HR procedure or policy.</li> <li>Ensure HR policies are implemented in line with policy, including: performance appraisals and pay reviews.</li> <li>Develop and propose staff restructure proposals.</li> <li>Liaise with local level unions.</li> <li>The Principal is responsible for the line management of the school's senior management team and the implementation of performance management processes across the academy.</li> <li>The Principal will be responsible for ensuring that an appropriate and effective staffing structure, in line with CLFP parameters, is in place to deliver a high quality learning environment for all pupils with effective educational outcomes.</li> <li>Develop and retain great staff in schools.</li> </ul>	CEO
Head of Function / central services	<ul style="list-style-type: none"> <li>Provide Trust recruitment strategy.</li> <li>Provide an Internal Audit and investigation function.</li> <li>Provide regular reports on key performance indicators to COO and Principals.</li> <li>Negotiate with national Trade Unions on the development of consistent HR policies and procedure changes.</li> <li>Manage and liaise with Trade Unions where there is a risk of industrial dispute.</li> <li>Provide HR advice, support for academies on demand.</li> <li>Provide HR Advisor support on site for formal procedures including capability, grievance and disciplinary.</li> <li>Provide a centrally managed payroll service for the Trust including all academies.</li> <li>Ensure that accuracy of monthly payroll data for academy staff in line with the financial procedures.</li> <li>Set HR and recruitment policies.</li> </ul>	COO
LGB	<ul style="list-style-type: none"> <li>Principals and LGB manage procedures leading to employment terminations of staff below the level of Principal under advice from the Trust HR Team and Employment Legal advisors.</li> <li>Understand the evidence provided to determine the effectiveness of implementation of key HR policies, esp. pay and performance.</li> <li>To satisfy themselves that the staffing establishment is in line with Inspiration Trust CLFP parameters and that the Principals decisions are based upon rational thought..</li> </ul>	CEO

Inspiration Trust Area of Specific Responsibility - OPERATIONS	FUNCTION	Educational outcomes	
	Executive team member with overall accountability		CEO
	STAKEHOLDER	Responsibilities	ACCOUNTABLE TO...
	Trustees	<ul style="list-style-type: none"> <li>Set overall vision and mission for the Trust.</li> <li>Hold Executives to account on school improvement, and all educational outcomes</li> </ul>	
	CEO	<p>Approves:</p> <ul style="list-style-type: none"> <li>School culture</li> <li>ADP and school priorities</li> <li>Curriculum model &amp; Behaviour policy</li> </ul> <ul style="list-style-type: none"> <li>Sets schools targets</li> <li>Will commission Trust School Reviews to provide an independent assessment of each academy's: pupil achievement; quality of teaching; behaviour and safety; leadership and management.</li> <li>Identify performance and performance trends of pupils and specific groups of pupils.</li> <li>Create appropriate agenda for schools selected for Improvement Board attendance.</li> </ul>	Trust Board
	Principal	<ul style="list-style-type: none"> <li>Develop school strategy, culture &amp; ethos.</li> <li>Develop and then propose academy priorities and academy development plan (ADP).</li> <li>Deliver performance as per ADP and targets.</li> <li>Manage assessment processes</li> <li>Maintain a pupil performance data system at the level of the individual academy and provide access to that system for the Inspiration Trust data manager.</li> <li>The academy leadership team will implement appropriate school level responses to any identified underperformance or downward trends.</li> <li>Cooperate with the Trust School Improvement Reviews and respond to the findings through the development and implantation of an academy improvement plan.</li> </ul>	CEO
	Head of Function / central services	<ul style="list-style-type: none"> <li>Support schools on multiple aspects including: implementing ADP; improving teaching quality; managing assessment processes; analysing school data</li> <li>Monitor school performance</li> <li>Collate and analyse outcome data</li> </ul>	DoI
LGB	<ul style="list-style-type: none"> <li>Read, understand and challenge the ADP, SEF, and school expansion strategy.</li> <li>Support the Principal to develop and implement local school culture and ethos.</li> <li>Understand the evidence provided to challenge school performance against ADP and targets.</li> </ul>		

Inspiration Trust Area of Specific Responsibility - OPERATIONS	FUNCTION	Curriculum and teaching standards	
	Executive team member with overall accountability		DoE
	STAKEHOLDER	Responsibilities	ACCOUNTABLE TO...
	Trustees	<ul style="list-style-type: none"> <li>The Trustees will ensure that Inspiration Trust has a deeply held ethos of inclusivity that underpins our approach to developing a knowledge rich curriculum supported by a knowledge thorough pedagogy.</li> </ul>	
	CEO	<ul style="list-style-type: none"> <li>The Director of Education will maintain a dedicated team of Specialist Subject Leaders (SSLs).</li> <li>Provide the template of minimum expectations in all Inspiration Trust academies of children's experience in terms of curriculum; extended learning experiences; and meeting the diverse needs of children with different needs and different cultural backgrounds through effective teaching.</li> <li>Devise and lead the implementation of the Trust curriculum strategy including CPD and ITT provision</li> </ul>	CEO
	Principal	<ul style="list-style-type: none"> <li>The Principal will implement the Inspiration Trust school curriculum to meet the needs of the community that the academy serves.</li> <li>The Principal will ensure the academy's curriculum includes the Inspiration Trust extended day provision.</li> <li>Support the development of and then implement trust curriculum model.</li> <li>The Academy's curriculum will fundamentally reflect the inclusive nature of the Inspiration Trust knowledge rich approach to serving the local community and all pupils.</li> <li>Monitor and improve teaching quality through performance management, CPD, etc.</li> </ul>	DoE
	Head of Function / central services	<ul style="list-style-type: none"> <li>SSLs will be responsible for the development of a knowledge rich curriculum across all key stages.</li> <li>SSLs will be accountable for leading ITT provision, leading Trust CPD programmes, contributing to research projects, and being deployed into academies to provide support for improving impact on learning.</li> </ul>	DoE
LGB	<ul style="list-style-type: none"> <li>Understand how the academy's' curriculum model is tailored to the needs of the community.</li> <li>Satisfy themselves, through analysis of the Academy data collections, that teaching quality continues to improve.</li> </ul>		

Inspiration Trust Area of Specific Responsibility - OPERATIONS	FUNCTION	Property & Estates	
	Executive team member with overall accountability		COO
	STAKEHOLDER	Responsibilities	ACCOUNTABLE TO...
	Trustees	<ul style="list-style-type: none"> <li>Review and approve the proposed SCA budget and programme of work.</li> <li>Ensure that all school sites are fit for purpose</li> <li>Approve IT replacement strategy budget.</li> <li>Approve Business Continuity Plan</li> </ul>	
	CEO	<ul style="list-style-type: none"> <li>Commission, monitor and review the effectiveness of estates provision across the trust.</li> <li>Prioritise, on a transparent and agreed methodology, capital improvement projects through the EFA delegated School Condition Allocation fund.</li> <li>Engage legal team 'school support service' for commercial legal advice, if required.</li> <li>Approve significant building projects and smaller refurbishments.</li> <li>Monitor the delivery of IT replacement strategy across the trust.</li> <li>Ensure resources are available to fund the necessary improvements to IT provision</li> <li>Develop and implement the Trust Business Continuity Plan</li> </ul>	Trust Board
	Principal	<ul style="list-style-type: none"> <li>Provide Inspiration Trust with all property data and access to premises on request.</li> <li>Academy will take all opportunities, to utilise and manage energy efficiency to optimise the running costs.</li> <li>Maintain the academy premises for routine condition, repair and decoration within the allocated resources of the academy budget.</li> <li>Lead proposal development for significant building projects and refurbishments through the development of a 3 year strategic plan.</li> <li>Ensure compliance with Inspiration Trust IT replacement strategy</li> <li>Provide IT technicians with the time to implement planned maintenance checks</li> </ul>	COO
	Head of Function / central services	<ul style="list-style-type: none"> <li>Maintain a central property asset register, including asset valuation.</li> <li>Maintain a central property condition database.</li> <li>Provide the lead design, project management and legal support for academy capital projects.</li> <li>Coordinate bids for capital funding to extend or improve the capacity and condition of the Trust's academies.</li> <li>Ensure that commercial interests, insurances, warranties, risk assessments, design and build are executed to secure the best interests of the Trust and its educational vision.</li> <li>Work with architects and project managers to support capital bids for EFA funding.</li> <li>Manage delivery of IT contract locally.</li> <li>Design the IT replacement strategy</li> <li>Support schools to provide a seamless IT provision that fully supports learning and administration in every school.</li> </ul>	COO
LGB	<ul style="list-style-type: none"> <li>Support and challenge, and input into the development of school building / refurbishment proposals.</li> </ul>		



Inspiration Trust Area of Specific Responsibility - COMPLIANCE	FUNCTION	Compliance	
	Executive team member with overall accountability		COO
	STAKEHOLDER	Responsibilities	ACCOUNTABLE TO...
	Trustees	<ul style="list-style-type: none"> <li>The Trustees are responsible for ensuring that statutory health &amp; safety requirements, and safeguarding criteria are met across the establishment.</li> <li>The Audit &amp; Risk committee will review the findings from the H&amp;S audits and local committees to ensure that the provision offered by Inspiration Trust meets statutory legislation.</li> <li>Accountable for all legal responsibilities.</li> <li>Approve all statutory compliance policies</li> <li>Accountable for ensuring Inspiration Trust fulfils FOI/Data Protection statutory obligations.</li> </ul>	
	CEO	<ul style="list-style-type: none"> <li>Sets Inspiration Trust compliance policies (H&amp;S, safeguarding, admissions, exclusions, SEND, FOI)</li> <li>Monitors the progress towards 100% compliance and implement appropriate action where required</li> <li>Manage safeguarding complaints against Principal</li> <li>Monitor the effectiveness and use of exclusions policy</li> </ul>	Trust Board
	Principal	<ul style="list-style-type: none"> <li>Responsible for local implementation of policies, including development of school procedures and internal reporting on statutory requirements.</li> <li>Ensure that a health &amp; safety committee is in place and meets in accordance with the trust Health &amp; safety policy.</li> <li>Appoints Designated Safeguarding Lead (DSL).</li> <li>Manages all safeguarding complaints (exc. against Principal).</li> <li>Responsible for referrals for children at risk, outside school environment.</li> <li>Completes the annual trust safeguarding self assessment report</li> <li>Sets school specific SEND policy.</li> <li>Appoints qualified SENDco.</li> <li>Responsible for implementation of compliance policies in line with statutory requirements.</li> <li>Participates and negotiates with LA over local in year placements protocols – and then implements</li> <li>Responsible for issuing an exclusion, informing all relevant parties and managing any appeal processes</li> <li>Provides information needed to respond to FOI requests.</li> </ul>	CEO
	Head of Function / central services	<ul style="list-style-type: none"> <li>Monitors school H&amp;S by arranging inspections / audits.</li> <li>Supports schools to assess the need for referrals for children at risk.</li> <li>Maintain the SCR for each individual academy</li> <li>Monitor the schools' annual safeguarding self assessment reports</li> <li>Responsible for admissions appeals</li> <li>Provides expert supports to help manage exclusions appeals (esp. for independent review panel)</li> <li>Coordinates all FOI requests</li> </ul>	COO
LGB	<ul style="list-style-type: none"> <li>Understands how the school is compliant with H&amp;S policies and statutory obligations</li> <li>Read and consider the findings of local Health &amp; Safety committees and feedback to Trust Board.</li> <li>Is satisfied that the DSL reports contain sufficient evidence to ensure compliance with statutory safeguarding requirements.</li> <li>Monitors and challenge implementation of SEND policy and performance of SEND students.</li> <li>Kept informed of major aspects such as policy and appeals.</li> <li>Informed of exclusions in line with policy and monitors frequency and trends.</li> <li>Makes final decision if governors panel needed.</li> <li>Engaged as needed to respond accurately to requests.</li> </ul>		

Inspiration Trust Area of Specific Responsibility - COMMUNICATIONS	FUNCTION	Communications	
	Executive team member with overall accountability		CEO
	STAKEHOLDER	Responsibilities	ACCOUNTABLE TO...
	Trustees	<ul style="list-style-type: none"> <li>The Trust board will be responsible for the approval for new schools joining the trust following proposals by the CEO.</li> <li>The Trust board will ensure that the Inspiration Trust retains a greater priority than any individual or group of individuals within it.</li> <li>Approve any changes to the overall Inspiration Trust/Schools brand.</li> </ul>	
	CEO	<ul style="list-style-type: none"> <li>Develop and initiate school expansion strategy</li> <li>The CEO will lead an in house team to manage all aspects of academies joining the Trust including: <ul style="list-style-type: none"> <li>Conversions;</li> <li>Sponsorships;</li> <li>Trust-to-trust re-brokerages;</li> <li>Trust-to-trust transfers;</li> <li>New school provisions</li> </ul> </li> <li>Monitor the effectiveness of marketing strategy and ensure a value for money return.</li> <li>Ensure that the Trust is represented on the local, regional, national stage in a positive light.</li> <li>Support Principals with LAs as needed.</li> <li>Support schools with managing crisis comms.</li> </ul>	Trust Board
	Principal	<ul style="list-style-type: none"> <li>Ensure that local stakeholders are considered and advice sought from Central Marketing team when seeking to promote the academy.</li> <li>Ensure that the Inspiration Trust Code of Conduct is promoted and principles adhered to.</li> <li>Manage parent, community, local stakeholder and school media engagement.</li> <li>Lead on LA communications</li> </ul>	CEO
	Head of Function / central services	<ul style="list-style-type: none"> <li>Ensure that both the academy's and Inspiration Trust "brands" are accurately and consistently portrayed in all marketing communications.</li> <li>Manage the press and public relations for the Trust and individual academies.</li> <li>Lead on individual marketing plans for each school in consultation with Principals..</li> <li>Manage the Trust's, and all academy, websites and ensure statutory compliance.</li> <li>Supply letterhead design, for print or onscreen use with Inspiration Trust branding</li> <li>Advise on all marketing and branding areas, including signage, uniform, recruitment adverts, open day promotional materials, prospectus, banners, school newsletters, branded merchandise, social media, digital / online presence, etc.</li> </ul>	CEO
LGB	<ul style="list-style-type: none"> <li>Understand how Principals liaise with local stakeholders, parents and wider community and be satisfied that the evidence provided supports the narrative.</li> </ul>		