

## Clervaux Garden School Accountability Framework

### Delegated decision-making authority

The Clervaux Garden School Accountability Framework outlines where responsibility and accountability sits for the key functional areas within its educational provision among tiers of governance and management.

The Board of Trustees of Clervaux Garden School is the legal governing body for Clervaux Garden School . The Board holds and fulfils all statutory responsibilities, in terms of charity, company and education law. It approves and monitors the School's educational and financial plans and budgets, admissions, workforce planning and holds legal liability for the Single Central Record and statutory policies.

Delivery of the School's performance and operation is primarily delegated to the Head Teacher and Senior Leadership Team. The Head Teacher is responsible for meeting all educational and operational targets set by the Board of Trustees for outcomes in the School, with support from the Senior Leadership Team.

Clervaux Garden School (this is the name of the Trust as well as of the school), which operates Clervaux Garden School , is a member of the Ruskin Mill Trust Group. The Board of Trustees has the option of delegating management and day-to-day functions and/or consulting or receiving advice from the Director of Schools and/or wider Executive Team of Ruskin Mill Trust.

Over the last 30+ years, a distinct research-based educational method known as Practical Skills Therapeutic Education (PSTE) has been developed by Ruskin Mill Trust. PSTE is the method which informs the curriculum of Clervaux Garden School and the way in which care is delivered to children in its associated children's home.

The Board of Trustees decides which specialist support services the School will receive from Ruskin Mill Central Services. The following is available: school improvement/quality assurance; safeguarding; finance; human resources; staff training and development; health and safety; residential; premises and estates; IT & MIS; admissions; marketing and communications and legal.

#### Notes:

The following table articulates responsibilities in areas where it is important to define roles across the tiers of governance and management. It does not lay out every legal responsibility of a charity trustee, company director or governor nor prescribe every activity in the remit of the governance layers; rather it is concerned with the core activities that are carried out within each area of operational delivery.

The Accountability Framework is updated on an annual basis in order to ensure that delegated responsibilities can be aligned with organisational need.

**Key:**

Quality of Education

Behaviour and Attitudes

Personal Development

Leadership and Management

“The Board” means the Board of Trustees of Clervaux Garden School

“SLT” means the Senior Leadership Team

“ET” means the Executive Team

Functional area	Board of Trustees <small>(Ultimately accountable and approves all statutory policies and finance)</small>	Head Teacher and SLT <small>(Delivers on provision performance &amp; operations)</small>	Executive Team <small>(Advises, supports and challenges School)</small>	Notes - reporting
<b>Curriculum</b>	<ul style="list-style-type: none"> <li>Accountable for overall vision, values and method (Practical Skills Therapeutic Education ("PSTE") informing the syllabus and curriculum for the School</li> <li>Accountable for all curriculum and assessment practices meeting statutory requirements</li> <li>Approves School curriculum model and any significant curriculum changes</li> <li>Agreed School targets and priorities</li> </ul>	<ul style="list-style-type: none"> <li>Proposes School targets and priorities</li> <li>Develops and embeds agreed curriculum model</li> <li>Determines learning programmes for individual learners</li> </ul>	<ul style="list-style-type: none"> <li>Supports and challenges Head Teacher in setting school curriculum model</li> <li>Provides guidance to school on implementation of curriculum</li> </ul>	<p><i>Board approves decisions about significant curriculum change. Receives regular impact evaluation reports on curriculum structure. Executive Team consulted.</i></p>
<b>Quality of Provision, Standards and student performance / progress, school improvement</b>	<ul style="list-style-type: none"> <li>Holds Head Teacher and Senior Leadership Team to account on school improvement, quality, student progress and all operational areas</li> <li>Accountable for overall vision and model for teaching</li> <li>Sets School admissions policy</li> <li>Quality assurance visits to assure the quality of student</li> </ul>	<ul style="list-style-type: none"> <li>Develops and then proposes School priorities and School improvement plans, including admissions criteria, to meet priorities and strategic development plan including suggested targets</li> <li>Delivers performance as per School improvement plan and targets</li> </ul>	<ul style="list-style-type: none"> <li>Provides improvement support in School (where needed): implementing SAR, improve teaching quality, building leadership capacity, manage assessment process, curriculum, analyse provision data, develop policies and procedures</li> <li>Supports with leadership and guidance in line with priorities</li> </ul>	<p><i>Board receives reports with recommendations for strategic action as appropriate. Executive Team informed of outcome for Group oversight purposes.</i></p>

	<p>experience and implementation of PSTE in both education and care</p> <ul style="list-style-type: none"> <li>• Monitors School performance (in particular student progress) against improvement plans and targets, through reviewing and challenging Head Teacher's updates and data analysis</li> <li>• Approves Teaching &amp; Learning Policy</li> </ul>	<ul style="list-style-type: none"> <li>• Develops and then propose curriculum model &amp; timetable</li> <li>• Implements improvement tools with the support of the QA/improvement team</li> <li>• Manages assessment processes in line with legal obligations</li> <li>• Improves teaching quality through performance management, coaching, CPD etc.</li> </ul>	<ul style="list-style-type: none"> <li>• Support and challenge, and input into the development of the School development / improvement plans</li> <li>• Supports Head Teacher to develop and implement School strategy</li> <li>• Supports Head Teacher in setting and implementing vision and model for teaching; arranging CPD/training and reporting on teacher performance</li> <li>• Supports and reviews QA visits and reports (where required)</li> <li>• Monitors and reports to Board on school performance (where required)</li> </ul>	
<p><b>Student welfare: culture, ethos and wellbeing</b></p>	<ul style="list-style-type: none"> <li>• Approve Safeguarding, Health &amp; Safety and Behaviour policies</li> <li>• Accountable for safeguarding and health and safety arrangements meeting requirements laid out in statutory guidance</li> <li>• Set School approach to culture, ethos and wellbeing including behaviour model,</li> </ul>	<ul style="list-style-type: none"> <li>• Responsible for ensuring all safeguarding and health &amp; safety arrangements and practices across the School meet statutory requirements</li> <li>• Implement culture, ethos and wellbeing including behaviour models in accordance with policies</li> <li>• Implement School attendance, inclusion and safeguarding</li> </ul>	<ul style="list-style-type: none"> <li>• Where required by the Board: <ul style="list-style-type: none"> <li>- respond and/or oversee safeguarding and other complaints against Head Teacher</li> <li>- monitor compliance against policies, ensure audits and risk assessments are completed and report to Board</li> </ul> </li> </ul>	<p><i>Termly and Annual reports to the Board. Opportunities for Board to challenge Head Teacher. Specialist support services available from the RMT Trust Heads of Safeguarding and Health and Safety.</i></p>

	<p>routines, attendance and inclusion in accordance with policies</p> <ul style="list-style-type: none"> <li>• Set School attendance, inclusion and safeguarding processes</li> </ul>	<p>processes, including training and DBS processes</p> <ul style="list-style-type: none"> <li>• Respond to safeguarding complaints</li> <li>• Oversee referral of at-risk pupils to LA and other agencies</li> <li>• Oversee Health &amp; Safety compliance at school</li> <li>• Respond to issues flagged by DBS</li> <li>• Arrange Health &amp; Safety and fire risk audits</li> </ul>	<ul style="list-style-type: none"> <li>- monitor safeguarding and health &amp; safety incidents</li> </ul>	
<b>Our people</b>	<ul style="list-style-type: none"> <li>• Approve all relevant human resources policies relating to recruitment, capability, disciplinary/grievance, pay, leave and reorganisation</li> <li>• Accountable for Single Central Record</li> <li>• Set overarching approach to attraction &amp; recruitment, performance appraisal, probation, leadership, pay and benefits, disciplinary and grievance, tribunals and appeals</li> <li>• Recruit for School leadership roles</li> </ul>	<ul style="list-style-type: none"> <li>• Recruit for school roles in line with overall RMT approach to attraction and recruitment</li> <li>• Implement RMT approach to performance appraisal, probation, leadership development, pay and benefits, disciplinary and grievance including investigations at school level</li> <li>• Conduct pre-appointment checks for school roles</li> <li>• Liaise with unions</li> <li>• Oversee all HR tracking and reporting</li> </ul>	<ul style="list-style-type: none"> <li>• Where required by the Board: <ul style="list-style-type: none"> <li>- provide training and guidance on employee relations</li> <li>- HR tracking and reporting</li> </ul> </li> </ul>	<p><i>Termly Annual report to the Board. Specialist support services available from RMT Trust Head of HR.</i></p>

<b>Finance</b>	<ul style="list-style-type: none"> <li>Accountable for managing the company's resources responsibly</li> <li>Accountable for meeting statutory requirements around reporting, budgets and financial controls</li> <li>Approval of all budgets, finance targets and holdback charge</li> <li>Approval of all finance policies and protocols</li> <li>Scrutiny of financial controls and performance</li> </ul>	<ul style="list-style-type: none"> <li>Develop and propose school budget</li> <li>Engage in internal audit activities at a School level</li> <li>Deliver finance administration and internal controls arrangements</li> <li>Monitor management accounts</li> <li>Regular reporting to the Board</li> </ul>	<ul style="list-style-type: none"> <li>Supports the Head Teacher to monitor School budget and expenditure</li> <li>Where required by the Board, can investigate financial irregularities and report to the Board and monitor for compliance</li> </ul>	<p><i>Board approves schedule of financial delegation for Head Teacher annually. Annual budget is reviewed at every Board meeting. Regular reports to the Board.</i></p>
<b>IT and Data Protection</b>	<ul style="list-style-type: none"> <li>Approve IT and Data Protection Policy</li> <li>Accountable for meeting statutory requirements around data protection and information security</li> </ul>	<ul style="list-style-type: none"> <li>Promote and implement IT and Acceptable Use Policy</li> <li>Promote and implement Data Protection and breach/incident response policies</li> <li>Lead on engagement with IT &amp; MIS teams at School</li> <li>Ensure School meets data protection requirements and standards in line with policies</li> <li>Manage IT maintenance and upgrades for the school</li> <li>Lead contact for School's Data Protection Officer service</li> </ul>	<ul style="list-style-type: none"> <li>Where required by the Board: <ul style="list-style-type: none"> <li>Lead response in event of data breach</li> <li>Assist in response to SAR requests</li> <li>Support IT projects in school</li> <li>Arrange data protection training</li> </ul> </li> </ul>	<p><i>Termly and Annual reports to the Board. Specialist support services available from RMT Trust Head of IT &amp; MIS and Legal Services.</i></p>

<p><b>Governance</b></p>	<ul style="list-style-type: none"> <li>• Accountable for ensuring Clervaux Garden School is carrying out its charitable purposes for the public benefit</li> <li>• Responsible for meeting all legal, accounting and regulatory reporting requirements</li> <li>• Accountable for reviewing, approving and monitoring all governance arrangements including: Articles of Association, Schedule of board meetings, minute approval, Committee structures (if any), Terms of Reference, Levels of delegated authority including limits of financial authority, Policy of trustee induction, board review &amp; development, Trustee code of conduct &amp; conflict of interest policy, Risk Framework and Policy Framework</li> <li>• Appointment and removal of:             <ul style="list-style-type: none"> <li>○ Trustees</li> <li>○ Chair of Trustees</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• Ensure required policies are in place and publicised</li> <li>• Ensure the Board is provided with relevant reports and data to enable effective leadership of the School and scrutiny of the operations</li> <li>• Maintain an effective risk management process within the School, escalating any issues or concerns that might reasonably be expected to expose the School to significant reputational, business, financial, legal or other risk</li> </ul>	<ul style="list-style-type: none"> <li>• Support the Head Teacher in developing Risk Framework and Register and corresponding effective and proportionate strategic and operational risk management systems (in line with wider RMT Group framework) and reporting to the Board as appropriate</li> <li>• Escalation to Board any issues or concerns</li> </ul>	<p><i>Reviewed annually by the Board in consultation with Head Teacher and (if necessary) Executive Team</i></p>
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	<ul style="list-style-type: none"><li>○ Committee chairs &amp; members</li><li>● Approval and monitoring of the School risk management strategy</li></ul>			
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