

Title	Functional responsibilities
Prepared by	Hugh & Katie
Date	October 2026



Purpose of this document

- To provoke a discussion around the purpose and function of the Trust as a whole: what is best dealt with at the Trust level; what is best dealt with at a regional level and what is best dealt with at a school level
- To provide greater clarity to school leaders on what they can expect from Ops Group members

School level functions

Purpose of the school Principal function

To improve educational and social outcomes for all children in all schools by:

1. Keeping children and staff safe
2. Knowing the children, the staff and the wider community that their school serves
3. Shaping and leading a vision for their school that improves outcomes for all over time
4. Creating a culture in which all staff and all children thrive
5. Providing a rich, inclusive and ambitious curriculum that meets the needs of all
6. Developing all staff to improve effectiveness and quality of teaching throughout the school
7. Working in partnership with others to the benefit of all children and the community
8. Managing within the constraints of statutory obligations, Trust values and policies and their school's allocated budget

[National Headteacher's Standards](#)

[Headteachers' Standards Link to Functional Responsibilities](#)

Line management responsibilities

- All school based staff, delegated where appropriate

Purpose of the community council function

1. Ensures the academy is a welcoming, inclusive environment for all children and families, linking with local organisations to address local needs.
2. Champions the academy's ethos and amplifies staff and pupil achievements.
3. Represents the lived experience of parents and staff, to help ensure that Trust decisions are rooted in real-world context.
4. Taking part in Stage 4 complaints panels.

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Trust level functions

Purpose of the education team

To improve educational and social outcomes for all children in all schools by:

1. Knowing the educational context of all the Trust's schools
2. Identifying national priorities for improvement
3. Preparing the Trust's Educational Plan for publication at the beginning of the summer term
4. Reviewing the impact of the plan at least once each term and reporting such to the Academic Board

Purpose of the regional director function

To improve educational and social outcomes for all children in all schools by:

1. Knowing all their schools and their respective contexts
2. Identifying regional priorities that transcend individual schools and which improve outcomes for all over time
3. Shaping a regional common purpose with their school leaders towards those priorities
4. Setting expectations, based on a shared understanding of current reality, of each school leader
5. Signposting and quality assuring school leadership and staff to support networks inside and outside the Trust
6. Commissioning and quality assuring additional support where existing support networks are insufficient to achieve desired outcomes at sufficient speed
7. Problem solving and capacity building where the above is not achieving desired outcomes

Line management responsibilities:

- All Exec Principals and Principals in the region

Purpose of curriculum and development function

To improve educational and social outcomes for all children in all schools by:

1. Knowing all schools' curricula and ensuring that they are fit for purpose and aligned to TEFAT values
2. Nurturing and maintaining regional and national programmes, projects and workgroups which actively develop their members and build capacity for the future

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3. Ensuring the Trust's CPD offerings are aligned with its school improvement needs
4. Driving innovation in digital pedagogy
5. Supporting RDs in setting expectations of school leaders

Line management responsibilities

- None

Quality assurance

- The Curriculum and Development Director will chair the Development Management Group which oversees the Research School, all internal TEFAT CPD, TEFAT Apprenticeship provision, and the Expert Teacher programme

Purpose of the Inclusion function

To improve educational and social outcomes for all children in all schools by:

1. Developing and improving the Trust's strategic approach to Inclusion
2. Establishing, leading, and managing the provision for pupils requiring additional support.
3. Overseeing the implementation of targeted teaching, assessment, and intervention strategies for vulnerable students.
4. Working to strategically improve provision, practice, and outcomes for children and young people with additional needs or vulnerabilities within the Trust.

Line management responsibilities

- Legal SEND Case Officer
- Regional Inclusion Provision and Practice Leads (RIPPLs)

Purpose of the HR function

To improve educational and social outcomes for all children in all schools by:

1. Knowing the Trust's workforce
2. Developing and improving the Trust's workforce
3. Supporting and quality assuring school based transactional HR and building local capacity to do so
4. Ensuring statutory compliance
5. Risk managing strategic and contentious HR issues
6. Problem solving and capacity building where the above is not achieving desired outcomes

Line management responsibilities

- Head of HR
- Central HR team

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Purpose of the finance function

To improve educational and social outcomes for all children in all schools by:

1. Knowing the current and expected financial position of the Trust and its schools
2. Ensuring that operational decisions by directors and school leaders are informed by likely financial reality
3. Challenging the organisation towards greater coherence and sustainability
4. Ensuring statutory compliance
5. Protecting the assets of the Trust
6. Problem solving and capacity building where the above is not achieving desired outcomes

Line management responsibilities

- Central finance team
- Regional finance leads
- Head of Legal and Governance

Purpose of the estates function

To improve educational and social outcomes for all children in all schools by:

1. Knowing the Trust's estate and the risks associated with it
2. Developing and improving the Trust's estate with particular attention to improving the learning environment for children
3. Sourcing external capital funding and prioritising investment needs across the Trust
4. Supporting and quality assuring school based premises work
5. Risk managing of strategic and contentious estates issues and projects
6. Ensuring statutory compliance of facilities and estates
7. Problem solving and capacity building where the above is not achieving desired outcomes

Line management responsibilities

- Regional Estates Leads

Purpose of the health & safety function

To improve educational and social outcomes for all children in all schools by:

1. Knowing the Trust's risks in respect of Health and Safety
2. Developing and improving the Trust's approach to the management of H&S
3. Ensuring statutory compliance
4. Providing guidance, support and monitoring of H&S management to schools

Line management responsibilities

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- None

Purpose of the IT function

To improve educational and social outcomes for all children in all schools by:

1. Knowing the Trust's and its schools' IT estate and associated risks
2. Developing and improving the Trust's IT estate in line with educational priorities
3. Providing strategic technical advice to schools
4. Supporting schools in budget planning and IT procurement
5. Supporting and quality assuring school IT support and developing local capacity to support the same
6. Problem solving and capacity build where the above is not achieving desired outcomes

Line management responsibilities

- Central IT Service Manager
- Head of Data and Insights

Purpose of the programme function

To improve educational and social outcomes for all children in all schools by:

1. Knowing the organisation's operational processes and risks
2. Developing and improving the organisational design and process in line with charitable objectives
3. Driving efficiency through effective procurement
4. Supporting organisational growth through managing conversion and other programmes
5. Problem solving and capacity build where the above is not achieving desired outcomes

Purpose of the Legal and Governance function

To ensure the effective engagement and alignment of governance at all levels with the Trust's systems and structure by:

1. Identify and mitigate legal and governance risks, manage disputes, and ensure compliance with the Companies Act, Charity Commission, DfE, and ESFA regulations
2. Developing and improving the Trust's governance framework, ensuring effective delivery
3. Developing policies in line with the above, the Trust's charitable purpose and its educational priorities to balance organisational risk

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Line management responsibilities

- Governance and Administration Officer

Purpose of the CEO function

To improve educational and social outcomes for all children in all schools by:

1. Knowing the political, financial, educational and operational context of the Trust, its schools and the education sector as a whole
2. Setting the tone for the organisation
3. Shaping strategic direction for the Trust with Trustees, Directors and stakeholders
4. Ensuring the Trust operates towards its charitable objects and within its legal constraints
5. Promoting the Trust's purpose and work internally and externally
6. Continuously improving the systems for management and mitigation of risk throughout the organisation
7. Problem solving and capacity building where the above is not achieving desired outcomes

Line management responsibilities

- The Ops Group

Purpose of the Trust board function

To improve educational and social outcomes for all children in all schools by:

1. Acting as 'Guardians of the Purpose' and holding the CEO and executive to account
2. Ensuring that the organisation is being administered in line with its charitable objects
3. Agreeing the strategy and direction of the organisation and protecting the assets
4. Ensuring effective governance at all levels with appropriate and proportionate approaches to the management of finance and risk