

GMAT TERMS OF REFERENCE 2025 – 2026

Chief Executive Officer Terms of Reference

Appraisal and PRP:

- VCEO, CFO, People Director appraisal
- Policies
- Staff training
- Final QA/arbitrer of paperwork and associated pay recommendations

Census:

- Chief Executive Officer to be final point of sign off on all school/Trust Census returns

Complaints:

- Be informed of all formal complaints across the MAT
- Provide advice/support as/if needed

Finance – oversight of all aspects of the MAT's budget setting and financial management/spend, in close partnership with the CFO

GDPR:

- Chief Executive Officer to immediately be alerted to any actual/potential breaches

Governance:

- Direct link with Trustees on all overarching MAT matters
- QA of all MAT/ELT reports to Trustees and their committees

Health & Safety:

- Overall accountability

HR:

- Oversight of all HR across the MAT, in close partnership with the People Director

- Final arbiter on all employment and contractual decisions. (In-year staffing changes that remain strictly within the scope of individual school delegated budgets can be made by the People Director, Principal and VCEO)
- To be fully briefed via the People Director on all safeguarding allegations against staff within the MAT
- Police contact regarding all staff allegations to come immediately to the Chief Executive Officer and the People Director
- To be fully briefed on all capability and disciplinary matters across the MAT including:
 - **Alcohol, Drugs & Gambling At Work Policy** – immediate referral to CEO if in possession or dealing with drugs; member of staff under the influence of alcohol or suspected to be, plus involvement in gambling – Principal in the first instance
 - **Offsite Visits/Trips Policy** – any staff related CP issues - immediate referral to CEO
 - **Whistleblowing Policy** – Any protected disclosure made via the Policy (unless it is about the CEO) If it is related to fraud, corruption or any other financial corruption the CFO must inform the CEO. Any other whistleblowing disclosure to the Principal in the first instance
 - **Recruitment Policy** – Appointment confirmation following a disclosure Risk Assessment/any DBS disclosure - immediate referral to CEO. [HR to complete Risk Assessment inc. on DBS and pre-interview self-disclosures](#)
 - **Disciplinary Policy** – All Gross Misconduct allegations - immediate referral to CEO
 - **Capability Policy** – CEO must be informed of all capability issues at the point of them being ready to move into the formal arena. In addition, the CEO should be kept fully apprised of progress in all “informal” stages/where any performance concerns exist via the weekly 1-1 meetings between the CEO and VCEO, plus CEO and People Director

MAT – all strategic development, liaison with the DfE and HCC/HfL etc

Policies – all MAT level policies

Recruitment:

- No position outside of delegated school budget and existing staffing structure to be advertised without CEO and CFO approval
- To see and approve all references for MAT teaching and support staff posts prior to offers being confirmed

Safeguarding:

- Ownership and accountability for all SCRs – with VCEO leading ownership as the person on the ground in schools

Vice Chief Executive Officer Terms of Reference

Admissions:

- Final arbiter/decision on all FAPs across the MAT and by school
- Final arbiter with Trustees on all admissions policies

Appraisal:

- Principal appraisals
- MAT SI lead appraisal
- TEA, Head of Estates and Director of ICT appraisal
- Oversight of each school's final pay moderation and decisions process prior to referral to the CEO for final sign-off

Attendance:

- Ensure consistently very high standards of attendance across all MAT schools

Behaviour for Learning:

- Ensure the highest standards of behaviour across all MAT schools
- Ratification of any suspensions of 5 days or over
- Ratification of all full-time education plans for any suspension over 5 days
- Ratification of all decisions to place students at Rivers/any outreach provider, underpinned by a MAT policy of no dual registration, the most extreme of circumstances aside
- Attendance at all Trustee behaviour panels

Complaints:

- Be informed immediately of all school based complaints
- Provide advice/support as/if needed

CPD:

- Oversee a regular, planned, coherent plan of effective MAT wide and cross-phase CPD and regular sharing of best practice at whole school/MAT wide and cross phase
- Oversight of quality and impact of individual school CPD

Curriculum:

- Strategic oversight and development
- All curriculum decisions to be discussed with the Chief Executive Officer

Estates – oversight of the MAT's Estates work via the Head of Estates

Finance:

- Routine oversight of all delegated school budgets, ensuring that spend is appropriate and within budget at all times

Governance:

- Direct link with Trustees on all school matters
- LAB link
- QA of all school and SI reports to Trustees and their committees
- Oversight of the effective operation of each LAB, via each LAB Chair and Principal

HR:

- Line management of all Principals/Executive Principal Primary Phase
- Line management of the TEA, Director of ICT, Head of Estates and MAT SI lead(s)
- Ownership of all TLR structures within the MAT

ICT – oversight of the MAT's ICT work via the Director of ICT

Marketing:

- QA of all MAT/school marketing for all public events prior to any marketing being placed

Ofsted readiness:

- Accountability for each school's readiness, in partnership with the Principal
- Training of Trustees, LAB members and staff, in partnership with the Principal

Policies – all school and SI policies

Recruitment:

- No position outside of delegated school budget and existing staffing structure to be advertised without CEO and CFO approval
- People Director to be kept fully informed of all recruitment plans
- Involved in all shortlisting at HoD/DoL/M scale level and above
- Attendance at all interviews at Assistant Principal level and above
- Oversight of all SLT appointments across the MAT, in partnership with each Principal
- For all new starters, ensure adherence to probation policy, including ensuring monitoring is in place, and that interventions are identified and effective

Safeguarding:

- Ownership and accountability for all SCRs as the person on the ground in schools

School Improvement:

- Oversight and effective delivery across all MAT schools
- Provide reports of impact and VfM to the CEO for all school improvement work on a monthly basis

Self-Evaluation:

- Ownership/QA of all school self-evaluation documentation within the MAT

Standards:

- Oversight of and accountability for all outcomes across the MAT
- Oversight of and accountability for all MAT wide SI work, its impact and spend
- QA of all School based SDPs within the MAT
- Liaison with and planning with each school's SEA, in partnership with the Principal, for all school improvement programmes across the MAT

Suspensions and PX:

- Deliver a policy of last resort for suspensions and PX in MAT schools
- Final arbiter on all PX decisions
- Review of all PX packs prior to them being sent out: final summary document and incident report
- Ensure that all suspension and PX decisions are exactly in line with national regulation and Trust policies/procedures

Executive Principal Primary Phase Terms of Reference:

Appraisal:

- Drawing up of the Appraisal Tree annually at OPS
- Ensuring compliant operation through the primary phase in line with Policy throughout the year
- Efficient and accurate operation of the Trust's performance related pay policies, ensuring that procedure is exactly in line with policy
- QA of primary phase appraisal documentation in partnership with the Chief Executive Officer
- QA of primary phase pay recommendations with the Chief Executive Officer
- Training, guiding and coaching appraisers on effective appraisal processes

Complaints:

- Be informed of all complaints at FES
- Provide advice/support as/if needed to FES
- Ownership for resolving school based complaints at OPS

Primary Phase Finance – all aspects of budget setting and financial management/spend

- Meet at least monthly with the CFO to discuss budget spend

Primary Phase Recruitment:

- Oversight of each position to be advertised or not – no position outside of delegated school budget and existing staffing structure to be advertised without CEO and CFO approval
- All recruitment to be undertaken in close partnership with the People Director
- To see all references for teaching and support staff posts prior to offers being made – no position to be confirmed without CEO approval of references
- Attendance at all interviews at Assistant Principal level and above, within the primary phase
- Owns all SLT appointments across the Primary Phase, in partnership with the Vice CEO
- For all new starters, ensure adherence to probation policy, including ensuring monitoring is in place, and that interventions are identified and effective

Safeguarding:

- Ownership and accountability for Primary Phase SCRs

Admissions:

- Final arbiter/decision on all FAPs across the Primary Phase
- Final arbiter with Trustees on all primary phase admissions policies

Behaviour for Learning:

- Ratification of all suspensions within primary phase

CPD:

- Oversee a coherent plan of effective primary phase CPD and regular sharing of best practice across the primary phase
- Drive a planned and regular programme of cross phase CPD and sharing of best practice across the MAT's primaries and secondaries
- Oversight of quality and impact of individual school CPD

Curriculum:

- Strategic oversight of Primary Phase curriculum

Exclusions:

- Own all PX decisions in the primary phase
- Advise and liaise with VCEO on all PX decisions
- Review/ownership of QA of all PX packs prior to them being sent out

Governance:

- Oversight of the effective operation of each primary phase LAB, via each LAB Chair and Associate Principal
- Own the OPS LAB with the Chair
- Attend Trustee Board and committee meetings as required

Primary Phase HR:

- Ownership of all day to day HR in partnership with the People Director
- The staff attendance policy and its effective implementation, including routine liaison with staff regarding absence requests (OPS)

- Accountability for ensuring the robust and consistent implementation of HR policies, in close partnership with the MAT's People Director and HR Manager
- Refer to the LADO as advised by the People Director and HR Manager
- Implementation of the Trust's capability and disciplinary processes as needed
- Make recommendations to the VCEO regarding staffing appointments
- Ref HR policies:
 - **Alcohol, Drugs & Gambling At Work Policy** – immediate referral to CEO if in possession or dealing with drugs; member of staff under the influence of alcohol or suspected to be, plus involvement in gambling – Principal in the first instance
 - **Offsite Visits/Trips Policy** – any CP issues - immediate referral to CEO
 - **Whistleblowing Policy** – Any protected disclosure made via the Policy (unless it is about the CEO) If it is related to fraud, corruption or any other financial corruption the CFO must inform the CEO. Any other whistleblowing disclosure to the Principal in the first instance
 - **Recruitment Policy** – Appointment confirmation following a disclosure Risk Assessment/any DBS disclosure - immediate referral to CEO
 - **Disciplinary Policy** – All Gross Mis-Conduct allegations - immediate referral to CEO
 - **Capability Policy** – CEO must be informed of all capability issues prior to them moving into the formal arena

School Improvement:

- Oversight and accountability in all Primary Phase Schools

Marketing:

- QA of all primary phase marketing for all public events prior to any marketing being placed
- Devise and lead on Oakview Primary School rebrand and marketing strategy

Ofsted readiness:

- Oversight of each school's readiness, in partnership with the VCEO and Associate Principal (FES)
- Leading the primary phase schools through a successful Ofsted experience
- Ensuring that the primary phase schools are ready in all areas
- Ensuring that the Chief and Vice Chief Executive Officers are fully up to date with all matters pertaining to ensuring a successful school Ofsted inspection, including having all relevant paperwork in good time

- Training of Trustees, LAB members and staff

Self-Evaluation:

- Ownership/QA of all self-evaluation documentation within the primary phase

For Oakview Primary:

SEF

- Full production each August/September
- Ensuring half-termly updates so that the SEF is always current
- Emailing the updated document to the Chief and Vice Chief Executive Officer each half-term
- Ensuring that the SEF content fully reflects the content of the Ofsted Framework

SDP:

- Production of the summary SDP by end of May half-term each year
- Production of detailed SLT planning by end September each year
- Distribution of all associated documentation to parents
- Ownership of and accountability for the impact of all RA work, including all associated data/assessment

Stakeholder Feedback:

- Ownership and implementation of the annual stakeholder survey and all in-year surveys
- Detailed and timely feedback to the Executive Principal Primary Phase, CEO, VCEO and all stakeholders – within 4 weeks of survey outcomes being known

Standards:

- Oversight of and accountability for all outcomes across the primary phase
- Oversight of and accountability for all primary phase SI work

Principal Terms of Reference:

The effective daily operation of the school, ensuring full adherence to all national and school policies

Admissions:

- Accountability for ensuring that the school is at least at its PAN and/or agreed budget numbers in each year group
- Ownership of all casual admissions excluding FAPs, where decision making sits with the VCEO
- Ownership for devising and recommending Admissions policies, in line with MAT policy

Appraisal:

- Drawing up of the Appraisal Tree annually
- Compliant operation in line with Policy throughout the year
- Efficient and accurate operation of the Trust's performance related pay policies, ensuring that procedure is exactly in line with policy
- QA of appraisal documentation in partnership with the Chief Executive Officer
- QA of pay recommendations with the Chief Executive Officer
- Training, guiding and coaching appraisers on effective appraisal processes

Behaviour for Learning:

- All day-to-day aspects/effective and safe running of the school
- Presenting at all Behaviour Panels
- Drive a policy of last resort for suspensions and PX in MAT schools

Complaints:

- Ownership for resolving all student, parent and informal staff school-based complaints

Curriculum

- Development of and recommendation on all strategic plans, ensuring courses that yield best outcomes and that meet the needs of each student population and national performance measures
- All curriculum decisions to be fully costed and discussed with and ratified by the Vice Chief Executive Officer and the CEO – final authority to be provided by the CEO

Finance:

- Authority to spend within the limits of the approved budget
- Meet at least monthly with the V/CEO and CFO to discuss budget spend
- Any request to spend outside the approved budget: permission must be sought in advance from both the CEO and CFO

Governance:

- Own the LAB with the Chair
- Providing School summaries for Trustees as needed, including the termly KPI documents and Committee Reports – both to be provided to the VCEO in good time for QA prior to distribution
- Attending Trustee meetings as required
- Hosting Trustee visits to school as required

Health & Safety:

- Accountability for ensuring full compliance including all **trips and visits** and associated safeguarding legislation

Human Resources:

Up to the limits specified within the Chief/Vice Chief Executive Officer's ToR, have ownership of:

- Day to day employee relations and staff engagement
- The staff attendance policy and its effective implementation, including routine liaison with staff regarding absence requests
- Ditto ref the staff dress code and expectations of professional conduct
- Accountability for ensuring the robust and consistent implementation of HR policies, in close partnership with the CEO, People Director and HR Manager
- Refer to the LADO as advised by the People Director and HR Manager
- Implementation of the Trust's capability and disciplinary processes as needed, in close partnership with the CEO and People Director
- Make recommendations to the CEO and VCEO regarding staffing appointments
- Ref HR policies:
 - **Alcohol, Drugs & Gambling At Work Policy** – immediate referral to CEO if in possession or dealing with drugs; member of staff under the influence of

alcohol or suspected to be, plus involvement in gambling –
Principal/Headteacher in the first instance

- **Offsite Visits/Trips Policy** – any CP issues - immediate referral to CEO
- **Whistleblowing Policy** – Any protected disclosure made via the Policy (unless it is about the CEO) If it is related to fraud, corruption or any other financial corruption the CFO must inform the CEO. Any other whistleblowing disclosure to the Principal/Headteacher in the first instance
- **Recruitment Policy** – Appointment confirmation following a disclosure Risk Assessment/any DBS disclosure - immediate referral to CEO
- **Disciplinary Policy** – All Gross Mis-Conduct allegations - immediate referral to CEO
- **Capability Policy** – CEO must be informed of all capability issues in good time prior to them moving into the formal arena

Marketing:

- Devise and make recommendations to the VCEO on personalised marketing strategies for each School
- Lead on all public events

Ofsted:

- Leading the school through a successful Ofsted experience
- Ensuring full school readiness in terms of paperwork including the SEF and crib-sheets for Trustees and the LAB– all documents ready to go
- Ensuring that the school is Ofsted ready in all areas
- Ensuring that the Chief and Vice Chief Executive Officers are fully up to date with all matters pertaining to ensuring a successful school Ofsted inspection, including having all relevant paperwork in good time
- Ensuring that staff and Trustees/key LAB members are fully trained in all school matters pertaining to Ofsted
- Maintaining full knowledge of national Ofsted priorities and documentation
- Immediately advising the Chief and Vice Chief Executive Officers of any Ofsted contact, and working in partnership to ensure a successful Ofsted outcome

Parents/Community:

- All partnership/work with parents and the local community

Pastoral Care/Safeguarding/LAC

- Oversight/ownership of all aspects including extended services and liaison with external agencies

Recruitment:

- Identification of need + oversight of all recruitment (no position outside of the delegated budget and agreed staffing structure to be advertised without approval from the CEO and CFO)
- All recruitment to be undertaken in close partnership with the People Director
- Production and QA of all recruitment packs
- Shortlisting and interviewing of all positions
- Oversight of the drawing up and smooth execution of the interview process. The recruitment process can be delegated to other members of SLT, with the final recruitment decision being referred back to the Principal and People Director
- Reference to the Vice Chief Executive Officer to discuss the interview process and the final decision to offer, prior to the offer being made
- For all new starters, ensure adherence to probation policy, including ensuring monitoring is in place, and that interventions are identified and effective

Safeguarding

- Ownership and accountability for ensuring full compliance and a safe environment including all visitors to the school
- Ensure that all safer recruitment principles are met

Self-Evaluation:

SEF

- Full production each August/September
- Ensuring half-termly updates so that the SEF is always current
- Emailing the updated document to the Chief and Vice Chief Executive Officer each half-term
- Ensuring that the SEF content fully reflects the content of the Ofsted Framework

SDP:

- Production of detailed SLT planning by start September each year
- Ensure at least termly SDP updates and reporting to the CEO/VCEO

- Distribution of all associated documentation to parents
- Ownership of and accountability for the impact of all RA work, including all associated data/assessment

Improvement Plans:

- QA of Department improvement plans
- Monitoring of progress against Department improvement plans

Stakeholder Feedback:

- Ownership and implementation of the annual stakeholder survey and all in-year surveys
- Detailed and timely feedback to the CEO, VCEO and all stakeholders – within 4 weeks of survey outcomes being known

SLT – full line management and accountability for delivery

Standards:

- Accountability for all examination outcomes and standards across the school
- Production of all exam outcome analysis plus recommendations on next steps/key actions needed
- Accountability for the full implementation of all RA plans, delivering the required impact
- Accountability for ensuring quality first daily delivery across the school, including where staff absence might hinder student progress
- Accountability for ensuring quality **home learning and feedback**
- Development of an impactful robust programme of monitoring and development in partnership with the SEA
- Ownership and accountability for the development and implementation of high quality/impact improvement plans across the school
- Provide reports of impact and VfM to the CEO and VCEO for all school improvement work bought into the MAT, on an at least a termly basis

Suspensions and PX:

- Ensure full knowledge of all statutory exclusion/suspension regulations, plus recommended best practice, and full compliance

- Ensure that all associated school documentation is robust and compliant
- All suspension paperwork/letters, liaising with HCC and external agencies etc
- All suspensions below 5 days, ensuring that figures are monitored against nationals
- Collation and production of all PX packs
- Presenting Officer at PX Panels

Note MAT position on dual reg with alternative providers and the VCEO ToR on such matters.

Uniform:

- Accountability for ensuring consistently high standards of uniform at all times, including in hot weather

Associate Principal Flamstead End, Terms of Reference:

The effective daily operation of the school, ensuring full adherence to all national and school policies

Admissions:

- Accountability for ensuring that the school is at least at its PAN and/or agreed budget numbers in each year group
- Ownership of all casual admissions excluding FAPs
- Ownership for devising and recommending Admissions policies

Appraisal:

- Drawing up of the Appraisal Tree annually
- Ensuring the compliant operation in line with Policy throughout the year
- QA of appraisal documentation in partnership with the Executive Principal and Vice Chief Executive Officer
- QA of pay decisions with the Executive Principal, Primary Phase and Vice/Chief Executive Officer

Behaviour for Learning:

- All day-to-day aspects/effective and safe running of the school
- Presenting at all Behaviour Panels

Complaints:

- Ownership for resolving all school based complaints

Curriculum

- Development of and recommendation on all strategic plans, ensuring curriculum delivery that yields best outcomes and that meets the needs of each student population and national performance measures
- All curriculum decisions to be discussed with and ratified by the Executive Principal Primary Phase

Exclusions:

- Ensure full awareness of all exclusion/suspension regulations and full compliance
- Ensure that all associated school documentation is robust and compliant
- All suspension paperwork/letters, liaising with HCC and external agencies etc
- All suspensions below 5 days, ensuring that figures are monitored against nationals
- Collation and production of all PX packs
- Presenting Officer at PX Panels

Finance:

- Authority to spend within the limits of the approved budget
- Meet at least monthly with the Executive Principal Primary Phase and CFO to discuss budget spend
- Any request to spend outside the approved budget: permission must be sought in advance from both the CEO and CFO

Governance:

- Own the LAB with the Chair
- Providing School summaries for Trustees as needed, including the termly KPI documents and Committee Reports – both to be provided to the Executive Principal Primary Phase in good time for QA prior to distribution
- Attending Trustee meetings as required
- Hosting Trustee visits to school as required

Health & Safety:

- Accountability for ensuring full compliance including all **trips and visits** and associated safeguarding legislation

Human Resources:

- Day to day HR in partnership with the People Director
- The staff attendance policy and its effective implementation, including routine liaison with staff regarding absence requests, return to work meetings etc

Marketing:

- Devise and make recommendations to the Executive Principal Primary Phase on personalised marketing strategies for FES
- Lead on all public events

Ofsted:

- Work closely with the Executive Principal Primary Phase to lead the school through a successful Ofsted experience
- Ensuring full school readiness in terms of paperwork including the SEF and crib-sheets for Trustees and the LAB – all documents ready to go
- Ensuring that the school is Ofsted ready in all areas

- Ensuring that staff and Trustees/key LAB members are fully trained in all school matters pertaining to Ofsted
- Maintaining full knowledge of national Ofsted priorities and documentation
- Immediately advising the Chief and Vice Chief Executive Officers and Executive Principal Primary Phase of any Ofsted contact, and working in partnership to ensure a successful Ofsted outcome

Parents/Community:

- All partnership/work with parents and the local community

Pastoral Care

- Oversight/ownership of all aspects including extended services and liaison with external agencies

Recruitment:

- Identification of need + oversight of all recruitment (no position outside of the delegated budget and agreed staffing structure to be advertised without approval from the CEO and CFO)
- All recruitment to be undertaken in close partnership with the People Director
- Production and QA of all recruitment packs
- Shortlisting and interviewing of all positions
- Oversight of the drawing up and smooth execution of the interview process
- Reference to the Executive Principal Primary Phase to discuss the interview process and the final decision to offer, prior to the offer being made
- For all new starters, ensure adherence to probation policy, including ensuring monitoring is in place, and that interventions are identified and effective

Safeguarding

- Ownership and accountability for ensuring full compliance and a safe environment including all visitors to the School
- Ensure that all safer recruitment principles are met

Self-Evaluation:

SEF

- Full production each August/September
- Ensuring half-termly updates so that the SEF is always current

- Emailing the updated document to the Chief and Vice Chief Executive Officer each half-term
- Ensuring that the SEF content fully reflects the content of the Ofsted Framework

SDP:

- Production of the summary SDP by end of May half-term each year
- Production of detailed SLT planning by end September each year
- Distribution of all associated documentation to parents
- Ownership of and accountability for the impact of all RA work, including all associated data/assessment

Improvement Plans:

- QA of Department improvement plans
- Monitoring of progress against Department improvement plans

Stakeholder Feedback:

- Ownership and implementation of the annual stakeholder survey and all in-year surveys
- Detailed and timely feedback to the Executive Principal Primary Phase, CEO, VCEO and all stakeholders – within 4 weeks of survey outcomes being known

SLT – full line management

Standards:

- Accountability for all statutory assessment outcomes
- Production of all statutory assessment outcome analysis plus recommendations on next steps/key actions needed
- Accountability for the full implementation of all RA plans, delivering the required impact
- Accountability for ensuring quality first daily delivery across the school, including where staff absence might hinder student progress
- Accountability for ensuring quality **home learning and feedback**
- Development of an impactful full programme of monitoring and development in partnership with the HIP

- Ownership and accountability for the development and implementation of high quality/impact improvement plans across the school
- Provide reports of impact and VfM to the CEO and VCEO for all school improvement work brought into the MAT, on an at least a termly basis

Uniform:

- Accountability for ensuring consistently high standards of uniform including in hot weather