Greater Manchester Academies Trust Scheme of Delegation

2023 -2024

Greater Manchester Academies Trust

Approved by:	Board of Trustees	**Date:** 03.10.2023
Last reviewed on:	October 2023	
Next review due by:	July 2024	

1. Overview

Manchester Communication Academy (MCA) and Manchester Communication Primary Academy (MCPA are collectively governed by the Greater Manchester Academies Trust (GMAT 'the Trust'). The Trust Board is constituted under a Memorandum of Association and Articles of Association.

2. Purpose of the Scheme of Delegation

This Scheme of Delegation identifies the key decision-making authorities for academies within the Trust. It determines the functions undertaken by the Members, the Trust Board and those which have been delegated to the Central Executive Team, Trust Board Committees, Local Governing Bodies and Headteachers.

In determining this Scheme, the Trustees have been mindful that:

− The Trust Board is able to delegate identified functions to a Committee or Lead Trustee. Where decisions have been delegated, they must be reported back to the Trust Board at the next meeting. Where there is a specific need for a decision to be taken, and a time imperative precludes awaiting the next Trust Board meeting, action may be agreed with the Board of Trustees' Chair. This must be reported to the Trust Board at the next meeting.

− The Trust Board delegates general responsibility to manage financial commitments and expenditure in accordance with the approved budget plan and financial regulations.

− In addition, the Trust Board is able to delegate identified functions to Local Governing Bodies. The Trust Board will often be reliant on information and advice from and be guided by Local Governing Bodies and others operating at academy level. The Trust Board considers that there is often a powerful case for local involvement in decision making.

− The Scheme of Delegation applies to all academies within the Trust. This delegation is based upon the quality of governance and management and an academy's performance being at an acceptable level. Where this performance is judged to be insufficient, then the Trust Board will revoke powers from academies and their Local Governing Bodies.

− Where there is a shared responsibility for decision making between the Trust and its academies, the Trust has the ultimate responsibility.

3. Governance structure and lines of accountability

The Trust Board is responsible for the three core governance functions:

− Ensure clarity of vision, ethos and strategic direction.

− Hold the executive to account for the educational performance of the Trust's academies and their pupils, and the performance management of staff.

− Oversee the financial performance of the Trust and make sure its money is well spent.

The Trust Board will appoint the Executive Principal to whom it delegates responsibility for delivery of its vision and strategy, and will hold the Executive Principal to account for the conduct and performance of the Trust, including the performance of the academies within the Trust, and for its financial management.

To ensure the Trust operates effectively, the Trust Board have resolved to establish the following Committees:

− Finance and Audit Committee (FAC)

− Local Governing Bodies for each Trust academy.

Local Governing Bodies will also have their own Committee structure which must include:

− Curriculum and Standards- Quality of Education

− Parental Engagement

− Safeguarding and Equality.

4. The role of the Members

The Members of the Trust are akin to the shareholders of a company (except that they do not receive dividends). They have ultimate control over the Trust.

Members will:

– Approve amendments to the Articles of the Trust, subject to any restrictions created by the Funding Agreements or charity law, which define the Trust's charitable objectives and governance structure.

– Appoint Members and remove existing Members in accordance with the Articles.

– Appoint Trustees and remove existing Trustees in accordance with the Articles.

– Appoint the Trust's External Auditors and receive the Trust's annual report and audited accounts.

– Be kept informed about Trust business so they can be assured that the Board is exercising effective governance.

– Change the Trust's name and, ultimately, wind it up.

5. The role of the Trustees

The Trust is a charitable company and therefore Trustees are both Charity Trustees (within the terms of section 177(1) of the Charities Act 2011) and Company Directors (within the terms of the Companies Act 2006).

Trustees will:

– Ensure clarity of the vision, ethos and strategic direction of the Trust, including reviewing overall progress against the Strategic Plan and its objectives, taking action where appropriate.

– Hold the Central Executive Team to account for the educational performance of the Trust and its pupils, and the performance management of staff.

– Oversee and ensure effective financial performance to ensure financial sustainability as a going concern.

– Apply the highest standards of conduct and ensure robust governance.

– Comply with the Trust's charitable objects, with company and charity law, and with its Funding Agreements.

– Ensure regularity and propriety in the use of Trust funds, achieving value for money.

– Be responsible for the selection, appointment and performance review of the Executive Principal (Accounting Officer).

– Approve a written Scheme of Delegation and Terms of Reference for Committees and Local Governing Bodies.

The Trust Board has the right to review and adapt its governance structure at any time which includes removing delegation.

6. The role of Trust Board Committees

The Trust Board may establish Committees to carry out some of its governance functions which may include making decisions, although any decisions made will be deemed decisions of the Trust Board.

The DfE's Academy Trust Handbook makes it clear that the Trust Board must appoint a Finance and Audit Committee to which the Board delegates financial scrutiny and oversight.

The membership and responsibilities of each Committee are set out in the Committee's Terms of Reference.

The Trust Board will ensure that Committee members have the necessary skills, background and experience to properly fulfil the relevant Committee functions. In accordance with best practice, the Trust Board will carry out regular reviews of the skills and experience available to each Committee and will seek to develop additional capability and skills where required.

7. The role of the Local Governing Body

The Trust Board may del5egate some governance functions to Local Governing Bodies.

Governors will:

– Contribute to the strategic development of the Trust.

– Serve as the key link between the academy, parents/carers and the local community.

- Advise the Headteacher and academy Senior Leadership Team as they plan the development of the academy and represent the views of the academy and local community within decision making.
- To formulate, approve and monitor policy and strategy for curriculum, learning, teaching, assessment and student welfare.
- Assist in the delivery of Trust policies and procedures.
- Work in collaboration with (and take direction from as necessary) the Central Executive Team on issues relating to strategic development, education and business operation.

8. The role of the Executive Principal

The Trust Board delegate the day-to-day management of the Trust to the Executive Principal, line managing them in line with the Trust's appraisal and performance management policies.

The Executive Principal is also the Accounting Officer and so is not only responsible for the performance of the Trust as a whole but has a personal responsibility to parliament for the regularity, propriety and value for money, and for assuring the Trust Board about compliance with the Funding Agreement and the Academy Trust Handbook.

The Executive Principal will be responsible for the leadership and management of the Central Executive Team and the academy Headteachers and will report to the Trust Board and its Committees.

9. Termination and amendment

The Scheme will be subject to formal review annually. However, if the Trust Board deems it appropriate, changes will be made in year.

The Trust Board has the absolute discretion to review, amend and/or terminate the Scheme at any time and as it sees fit (subject to complying with the legal requirements upon it).

As the Trust and the academies develop, so may the governance arrangements and accordingly the delegations that are in place. For example, (and without limitation):

- Changes may need to be made as a result of lessons learned and development of best practice.
- Where weaknesses develop in an academy's leadership and governance, or in particular areas, the Trust Board may need to intervene and remove delegations.

The Trust Board would welcome comments on the operation of the Scheme where it is felt that revisions should be made. Where practicable, the Trust Board will give the Local Governing Bodies and/or Committees an opportunity to comment before determining the Scheme of Delegation.

10. Scheme of Delegation matrix summary

The Scheme of Delegation matrix will be complemented by the DfE's Academy Trust Handbook.

The delegation matrix that applies in respect of the Trust and its academies is set out below. It is structured in accordance with the following index:

Accountable: Ultimately answerable for the task being delivered. Delegates the task to those responsible. There should be only one group/person accountable for each task/decision.

Responsible: Responsible for the delivery. Does the work to achieve the task. Can be shared between groups/individuals.

Consulted: Needs to be involved before the decision is made. Communication is two-way – these are important stakeholders or have relevant specialist knowledge in the subject.

Informed: Those to be kept up-to-date on progress. Communication is one-way, and may be updated only when the decision has been taken or the task completed.

11. Summary table

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12. Scheme of Delegation matrix

Decision	Members	Board of Trustees	Committee	Executive Principal	Local Governing Body	Headteacher	Comment
A.							**Overarching Governance**
A1							**Member Matters**
1. Amending Articles of Association	A	R		R			- Trust Board consent required. - Must be filed at Companies House along with copy of special resolution and any required forms.
2. Calling Members' Meetings	A						- As a minimum, Members should hold an AGM once a year. - Extraordinary meetings may be called by the Trust Board.
3. Appointing / removing Members	A						- Process outlined within the Articles of Association – Members can appoint/remove fellow Members. - Formal recruitment process includes interview, application form and suitability and due diligence checks (including DBS and related checks). - Details of each Member and their business interests published on Trust website. - Member appointments must be filed on GIAS. - Chair of Board, Central Executive Team and others as appropriate to provide induction training.
4. Managing Member Register of Interests / Related Party Transactions and keep under regular review	A			R			- Governance Professional to co-ordinate and ensure relevant checks are completed via Companies House and GIAS. - Governance Professional to ensure relevant statutory information is published on the Trust's website.
5. Holding Trustees to account for achieving the Trust's objectives, effective governance and working with the law and any guidance on the governance of Multi Academy Trusts	A	R					- The Chair of the Board of Trustees attends the Members' AGM. - Members invited to join the Trust Board Strategy meeting to discuss the key priorities for the year ahead.
6. Receiving the Statutory Accounts	A		C (FAC)	R (CFO)			- Chief Financial Officer (CFO) responsible for presenting at the Members' AGM.
7. Dissolving the company	A	C		C	C	C	- In consultation with the Board of Trustees, Executive Principal, LGBs and Headteachers, the Members can dissolve the company.
A2.							**Board Matters**
8. Reviewing Trust Board skills and training plan annually	I	A		R			- Skills Audit completed annually and results presented to Trust Board meeting. - Skills gaps to be taken into consideration if/when a vacancy arises.
9. Appointing / removing Trustees	A	C		C			- Process outlined within the Articles of Association – Members appoint/remove Trustees.

	Decision	Members	Board of Trustees	Committee	Executive Principal	Local Governing Body	Headteacher	Comment
								- Formal recruitment process includes interview, application form and suitability and due diligence checks (including DBS and related checks). - Details of each Trustee and their business interests published on Trust website. - Trustee appointments must be filed at Companies House and GIAS. - Chair of Board, Central Executive Team and others as appropriate to provide induction training.
10.	Appointing / removing Chair of Trustees	A	C		I	I	I	- The term of office for the Chair of Trustees is four years.
11.	Appointing Vice Chair of Trustees	I	A		I			- Trustees are able to nominate themselves to be elected as the Vice Chair. - The Vice Chair should be elected by the Trust Board annually.
12.	Appointing Governance Professional	I	A		R			
13.	Confirming Accounting Officer	I	A			I	I	- The Accounting Officer must be the head of the line management executive chain – for the Trust this is the Executive Principal. - Has responsibility for regularity, propriety, value for money and for ensuring that proper financial records and accounts are kept.
14.	Allocating specific Trustee lead roles	I	A					- Should appoint a Safeguarding Lead Trustee and a SEND Lead Trustee. - Lead Trustees should work with Lead Governors in their respective lead areas. - All Trustees continue to have responsibility for these areas, despite any allocation of specific roles.
15.	Agreeing the Scheme of Delegation (annual review)	I	A		C	C	C	- The document will be reviewed annually or more frequently where there has been a change in management. - Where practicable, the Trust Board will consult with Committees and LGBs before determining the Scheme of Delegation. - The Scheme will comply with the Memorandum and Articles of Association and other legal requirements, including any matters that are reserved to Members from time to time. - The Scheme will be published on the Trust website.
16.	Managing Trustee Register of Interests / Related Party Transactions and keep under regular review		A		R			- Governance Professional to co-ordinate and ensure relevant checks are completed via Companies House and GIAS. - Governance Professional to ensure relevant statutory information is published on the Trust's website.
17.	Approving Trust Board's Annual Schedule of Business		A		C	I	I	- Should be shared with LGBs and Committees to inform their work. - Chair of Board and Governance Professional used to inform agenda setting. - Chair of Board to lead, with governance advice and support with process. - Appropriate advice and input from Executive Principal and those responsible for planning LGB or Committee Annual Schedule of Business.

	Decision	Members	Board of Trustees	Committee	Executive Principal	Local Governing Body	Headteacher	Comment
18.	Completing an annual review of governance and Trust Board effectiveness	A	R		C			- This should dovetail with the Committees' (including LGBs) reviews of their own effectiveness. - The outcome of the review may impact on the level of delegation to LGB or Committees and others under the Scheme of Delegation or otherwise. - Trustees to consider whether an external review of governance should take place. - Chair of Trust Board to lead. - Executive Principal and Governance Professional to advise and support with process.
19.	Submitting Executive Leadership Team Report to Trust Board		A		R	C	C	- Trust Board should agree with the Executive Principal what reports are required, the required frequency and the content of those reports. - The Trustees should receive the reports at a Board meeting to enable appropriate questioning and follow up. - The Central Executive Team will be supported by others as appropriate.
20.	Submitting Supplemental Reports to Members	A	R		R			- The Members should agree with the Trust Board what additional reports are required, the required frequency and the content of those reports. - The Members should receive the supplemental reports at their AGM and/or at Extraordinary General Meetings to enable appropriate questioning and follow up. - The Executive Principal should co-ordinate the reports for input and approval by the Trust Board. - The Central Executive Team and the Trust Board will be supported by others as appropriate.
21.	Setting up any subsidiary company or linked charity		A		C	C	C	- Trust Board must keep the need for a subsidiary company under review, based on the Trust's trading and related activities. - Legal and financial advice required.

22.	Establishing and appointing Board Committees		A		C	I	I	- The Trust must have an Audit Committee – this can either be a dedicated Audit Committee or can be combined with another Committee.
								- Under the Articles of Association:
								  o the constitution, membership and proceedings of any Committee must be determined by the Trustees;
								  o the establishment, terms of reference, constitution and membership of any Committee shall be reviewed at least once in every twelve months;
								  o the membership of any Committee of the Trustees may include persons who are not Trustees, provided that a Trustee Chairs such Committees, with the exception of those deemed to Local Governing Boards
								- Executive Principal to advise and support.

A3	LGB Matters							

	Decision	Members	Board of Trustees	Committee	Executive Principal	Local Governing Body	Headteacher	Comment
23.	Establishing and appointing Local Governing Bodies		A		C>	R	<C	- The Trust Board will delegate responsibilities to the LGB – although there will be certain matters reserved to the Trust Board that are not delegated. - The composition of the LGB will be agreed by the Trust Board. Any changes to the number of proportion of Governors or how they are appointed will require the consent of the Trust Board. - Formal recruitment process includes interview, application form and suitability and due diligence checks (including DBS and related checks). - Details of each Governor and their business interests published on academy's website. - Appointments to be registered on GIAS. - Executive Team / Headteacher as appropriate to provide induction training. - The LGB will establish a Sub-Committee for Quality of Education. - The LGB may establish further Sub-Committees. The Sub-Committee requirements and delegated functions will be set out within the Terms of Reference.
24.	Appointing LGB Chair		A		C>	R	<C	- Recommendations for the post of Chair to be provided by the LGB to the Trust Board for formal approval. - The term of office for the LGB Chair is four years.
25.	Appointing LGB Vice Chair					A		- Governors are able to nominate themselves to be elected as the Vice Chair. - The Vice Chair should be elected by the LGB annually.
26.	Managing elections for the appointment of Parent Governors and Staff Governors of the LGB		I		I	A	R	- Governance Professional and Headteacher to complete the process using the statutory procedure set out. - Composition of Parent Governors and Staff Governors as set out within the LGB Terms of Reference.
27.	Allocating specific lead Governor roles				C>	A	<C	- LGBs should appoint a Safeguarding Lead Governor. - In addition, LGBs may choose to allocate additional lead roles (*e.g. Health and Safety, Special Educational Needs)* and to delegate to sub- committees. - Lead Governors should work with Lead Trustees in their respective lead areas. - All Governors continue to have responsibility for these areas, despite any allocation of specific roles.
28.	Managing Governor Register of Interests / Related Party Transactions and keep under regular review					A	R	- Governance Professional to co-ordinate and ensure relevant checks are completed via Companies House and GIAS. - Governance Professional to ensure relevant statutory information is published on the academy website.
29.	Approving LGB Annual Schedule of Business		I		C>	A	<C	- Should be aligned to Trust Board Annual Schedule of Business. - Chair of LGB and Governance Professional used to inform agenda setting. - Chair of LGB to lead, with governance advice and support with process.

	Decision	Members	Board of Trustees	Committee	Executive Principal	Local Governing Body	Headteacher	Comment
								- Appropriate advice and input from Headteacher and those responsible for planning LGB Annual Schedule of Business.
30.	Academy level reporting to Trustees		A		R	C	R	- LGB minutes available to Trustees. - The content and frequency of any additional LGB reports shall be specified by the Trust Board.
31.	Reviewing LGB effectiveness		A		<R	R	<C	- This should dovetail with the Trust Board's reviews of their own effectiveness (Trustees may set a template). - Conclusions should be fed into the Trust Board's review of governance effectiveness and may impact on future levels of delegation pursuant to the Scheme of Delegation. - LGBs to participate as required in any external review of governance required by the Trustees. - Chair of LGB and Clerk to advise and support with process.
32.	Completing LGB skills audit		I		<C>	A	<C	- Skills Audit completed annually and results presented to LGB meeting. - Skills gaps to be taken into consideration if/when a vacancy arises. - Trustees to receive details and this may potentially impact on areas of delegation.
33.	Ensuring effectiveness of leadership and management in individual academies		A		R	C	R	- LGB Chair to support performance management of the Headteacher.
34.	Ensuring the quality of teaching, learning and assessment, personal development and best outcomes for pupils		A		R	C	R	
A4	**Trust Leads and Chairs' / Vice Chairs' Group**							
35.	Establishing Chairs' and Vice Chairs' Group		R			C		- Chair of the Trust Board to establish and lead Chairs' Group to enable all LGB Chairs to feed in their thoughts and advice in relation to pertinent matters for their academy and to ensure dovetailing of LGB business.
A5	**Miscellaneous**							
36.	Determine governance policies and procedures for Members, Trustees and Governors		A		R	C	R	- Data Protection, Information Sharing, Freedom of Information, Code of Conduct, Complaints, Whistleblowing. - Trust must ensure all relevant policies are published online in accordance with government guidance.
A6	**Website Reporting**							

	Decision	Members	Board of Trustees	Committee	Executive Principal	Local Governing Body	Headteacher	Comment
37.	Publishing relevant governance information on Trust and academy websites	I	I		A	I	R	- Trust must ensure all relevant details are published online in accordance with government guidance. - Governance Professional responsible for ensuring relevant details are published and are kept up to date.
B.	**Strategy and Leadership**							
B1	**Strategic Planning and Oversight**							
1.	Ensuring the Trust is financially viable, run in accordance with its Articles and law and meeting its charitable objectives		A	C (FAC)	R			- Trust's finances to be scrutinised through the Finance and Audit Committee providing reassurances to the Trust Board.
2.	Setting Trust vision and ethos statement		A		R	C	C	- The Trust Board is responsible for setting the Trust's overall vision and strategy. - Executive Team is responsible for implementation.
3.	Setting strategic objectives and KPIs of Trust and determine Trust Development Plan and review process		A		R	C	C	- Trust Board is responsible for setting the strategic objectives and determining the Trust Development Plan. - Executive Team responsible for ensuring objectives are met and reporting progress against Development Plan. - Development Plan must be in line with strategic objectives.
4.	Determining Trust Self Evaluation Form (or equivalent)		A		R	C	C	- SEF to reflect progress against Development Plan. - Executive Principal to prepare based on Academy SEF.
5.	Setting academy vision and ethos statement		A		C	C	R	- Must fit with Trust vision and ethos (Executive Team and Heads' Group to ensure). - Headteacher responsible for implementation. - Headteacher leading role in formulating for LGB scrutiny.
6.	Setting academy strategic objectives and KPIs		A		C	C	R	- Must fit with Trust strategic objectives, KPIs and Development Plan (Executive Principal to ensure) and reflect OFSTED outcomes. - Development Plan must be in line with strategic objectives
7.	Determining Academy Development Plan and review process		I		C	A	R	- Headteacher leading role in formulating (in conjunction with the Executive Principal) for LGB scrutiny.
8.	Completing Academy Self Evaluation Form (or equivalent)		I		C	A	R	- SEF to reflect progress against Development Plan. - Executive Principal to scrutinise and report on outcomes to the Trust Board .
9.	Involvement in OFSTED inspections		R	R (PP) (GP) (FAC) (FC)	R	R	A	- Trustees, Governors and/or Committee Members will be involved as appropriate in OFSTED inspections.

	Decision	Members	Board of Trustees	Committee	Executive Principal	Local Governing Body	Headteacher	Comment
								- The Headteacher will notify the Executive Team, Chair of the Board and the Chair of the LGB or Committee that an inspection has been notified and what involvement is needed from the Board and the LGB or committee, according to agreed procedures.
10.	Ensuring statutory policies are in place, approved and reviewed in line with statute and guidance		A	C (PP) (GP) (FAC) (FC)	R	C	C	- Needs to dovetail with Annual Schedule of Business. - Internal Policy Tracker managed by the Associate Vice Principal and the Governance Professional. - Relevant policies to be consulted with LGB / Committee prior to approval by the Trust Board.
11.	Ensuring compliance with all regulation, policies and other statutory obligations		A	R (PP) (GP) (FAC) (FC)	R	R	R	- Trust Board, Committees and Executive Principal responsible at Trust level. - Governors and Headteachers responsible at individual academy level.
12.	Reviewing and challenging the spend of pupil premium / sports funding and recovery funding in terms of educational outcomes and narrowing the achievement gap		A		C	R	R	- Challenge provided by the LGB during LGB meetings. - LGB to progress any substantial issues to the Trust Board.
B2.	**Academy Organisation**							
13.	Setting the growth model and determine protocol for considering taking on new academies/Free Schools (including due diligence arrangements)		A	C (PP) (GP) (FAC)	R		C	- Executive Team to manage process in accordance with agreed protocol. - This should include the need for a conversion plan to deal with pre and post conversion matters, with an overall Project Manager identified, and the need for appropriate HR, finance, buildings, legal, governance advice. Full due diligence carried out for potential new academies.
14.	Deciding to take on a new academy/open a new Free School	I	A	C (PP) (GP) (FAC)	R			- Trustees must look carefully at all aspects of a potential academy prior to recommending an academy is taken on / new Free School established, given the impact that the decision may have on the academies already in the Trust. - Finance and Audit Committee to review and challenge any financial impact on the Trust.
15.	Approving legal documentation associated with academy conversions	I	A	C (PP) (GP) (FAC))	R			- Trustees must understand the documentary framework and what is being agreed to by entering into it. - Trustees will obtain appropriate HR, legal, finance, buildings, governance advice as appropriate.
16.	Agreeing structural collaboration and partnership agreements		A		C	C	C	- Trust level collaboration/partnership agreements to be entered into by Trustees with advice from Executive Team. - Academy level collaboration/partnership agreements to be entered into by Trustees following a recommendation from LGB or committee.

	Decision	Members	Board of Trustees	Committee	Executive Principal	Local Governing Body	Headteacher	Comment
17.	Academy closure or re-brokerage (termination of Funding Agreement)	I	A	C (PP) (FAC)	R			- DfE consent required. - DfE may enforce closure or re-brokerage in appropriate circumstances. - Trustees will obtain appropriate advice.
18.	Academy amalgamation / merger	I	A	C (PP) (FAC)	R	C	C	- DfE consent required.
19.	Agreeing other significant changes to an academy (e.g. potentially contentious proposals, changes to premises, change of age range)		A		R	C	C	- DfE consent may be required.
20.	Setting the framework for the times of academy sessions and academy term dates				C	A	R	
B3.	**Risk Management**							
21.	Approving and maintaining risk process and approving the risk appetite		A	R (FAC)	R (CFO)			- Trust Board approves the Trust Risk Register annually. - The Finance and Audit Committee holds oversight of strategic risks across the Trust and reports to the Trust Board. - Chief Financial Officer (CFO) is supported by the Central Executive Team.
22.	Reviewing and completing Trust Risk Register			A (FAC)	R (CFO)			- Chief Financial Officer (CFO) is responsible with support from the Central Executive Team. - Finance and Audit Committee accountable for review and scrutiny of Trust level risks.
23.	Reviewing and completing academy level Risk Register				C	A	R	• Headteacher is responsible with support from the Central Executive Team. • LGB accountable for review and scrutiny of academy level risks.
C.	**Staffing**							
C1	**Staffing Structures**							
1.	Approving Trust staff structure framework		A	C (PP) (FAC)	R			- Within budget and with due regard for HR and Finance policies and procedures. - HR to ensure all recruitment is in accordance with key regulations and a fair process - Executive Principal - Agree and approve staffing appointments from pre-recruitment to appointment. - CFO prepare costed staffing structure to be consulted with FAC and approved by Trust Board. - FAC - Critically appraise staffing structure of academies, Central Executive Team and Community/ SID.
2.	Approving academy staff structure framework				A	C	R	- Headteacher to lead, with Executive Principal approval. - HR and finance advice from Central Executive Team. - LGB – Consulted role and to have oversight that staff structure aligns to curriculum requirements.

	Decision	Members	Board of Trustees	Committee	Executive Principal	Local Governing Body	Headteacher	Comment
3.	Setting terms and conditions of employment, Trust wide HR policies and procedures and Staff Handbook		A	C (PP)	R	C	C	- Trust Board holds accountability for ensuring compliance, with delivery carried out by the Executive Principal, and where required, delegated to the Headteacher. - Policies to include: Appraisal / Pay / Disciplinary / Grievance / Capability / Safer Recruitment.
4.	Carrying out DBS Checks and maintaining the Trust level and academy level Single Central Records		A		R	I	R	- Trust Board hold overall accountability for compliance. - Delivery carried out by Central Executive Team (Trust level) and Headteacher (academy level). - LGB informed of any issues at academy level.
5.	Maintaining Register of Interests for staff members with significant financial control – for both Trust level and academy level		A		R	I	R	- Trust Board hold overall accountability for compliance. - Delivery carried out by Central Executive Team (Trust level) and Headteacher (academy level). - LGB informed of any issues at academy level.
C2	**Trust Level Appointments**							
6.	Appointing, suspending and dismissing of the Executive Principal		A					- In accordance with Trust approved HR policies. The Trust Board are responsible for the process delivery.
7.	Performance management of the Executive Principal / Approving the Executive Principal pay		A					- Trust Board responsible for ensuring compliance will all requirements as laid out in the Academy Trust Handbook. - Trust Board must ensure its decisions about levels of executive pay follow the Trust's robust evidence-based process.
8.	Agreeing staff appointments to Central Team		I	I (PP)	A			- Trust Board holds overall responsibility for ensuring compliance, with the appointment delegated to the Executive Principal. who may delegate to appropriate line managers. - Pay and Personnel Committee informed within HR Reports presented at meetings.
9.	Performance management and pay review of Central Team staff members			I (PP)	A			- The Executive Principal is accountable for all Central Team performance management and pay reviews, but may delegate responsibility to appropriate line managers. - Pay and Personnel Committee informed within HR Reports presented at meetings. - Must be in accordance with Trust approved HR policies.
10.	Suspending Central Team staff members		I	I (PP)	A			- Trust Board holds overall responsibility for ensuring compliance, with the decision delegated to the Executive Principal., who may delegate to appropriate line managers. - Pay and Personnel Committee informed within HR Reports presented at meetings. - Must be in accordance with Trust approved HR policies.
11.	Dismissing Central Team staff members		I	I (PP)	A			- Trust Board holds overall responsibility for ensuring compliance, with the decision delegated to the Executive Principal., who may delegate to appropriate line managers. - Pay and Personnel Committee informed within HR Reports presented at meetings. - Must be in accordance with Trust approved HR policies.

	Decision	Members	Board of Trustees	Committee	Executive Principal	Local Governing Body	Headteacher	Comment
								- Separate Committees for decision and appeal. - Trust Board to determine any termination/ settlement agreement payments of Central Team staff members.
12.	Approving applications for early retirement			I (PP)	A			- Must be in accordance with Trust approved HR policies. - Pay and Personnel Committee informed within HR Reports presented at meetings.
13.	Approving applications for secondment			I (PP)	A			- Must be in accordance with Trust approved HR policies. - Pay and Personnel Committee informed within HR Reports presented at meetings.
C3	**Academy Level Appointments**							
14.	Appointing, suspending and dismissing of Headteacher		I		A	C		- Trust Board holds overall responsibility for ensuring compliance, with the appointment delegated to the Executive Principal. - Must be in accordance with Trust approved HR policies. - Central Executive Team and LGB members to interview. - Trust Board informed within HR Reports presented at meetings. - Line managed by Executive Principal.
15.	Determination of headship arrangements in an emergency/interim situation		I		A	C		- LGB to participate as appropriate depending upon urgency. - Trust Board informed within HR Reports presented at meetings.
16.	Performance management and pay review of Headteacher				A	C		- The Executive Principal is accountable for all Headteachers' performance management and pay reviews with support from the LGB Chair. - Must be in accordance with Trust approved HR policies.
17.	Setting approach to academy staff structure, including appointments and dismissals, with regard to statutory requirements				A	I	R	- Executive Principal holds overall accountability for ensuring compliance, with delivery carried out by the Headteacher. - With due regard for the budget and in line with Trust approved HR policies and procedures. - LGB informed within HR Reports presented at meetings.
18.	Appointing academy Senior Leadership Team				C	I	A	- Headteacher holds overall accountability for ensuring compliance. - Must be in accordance with Trust approved HR policies and procedures. - Line managed by the Headteacher.
19.	Appointing academy staff members				C	I	A	- Headteacher holds overall accountability for ensuring compliance, with delivery carried out by the appropriate line manager (in line with approved policy). - Must be in accordance with Trust approved HR policies and procedures. - Line managed by Headteacher or other SLT member.

	Decision	Members	Board of Trustees	Committee	Executive Principal	Local Governing Body	Headteacher	Comment
20.	Performance management and pay review of academy staff members (excluding the Headteacher)				C	I	A	- Headteacher holds overall accountability for ensuring compliance, with delivery carried out by the appropriate line manager (in line with approved policy). - Must be in accordance with Trust approved HR policies and procedures.
21.	Certifying changes in contracts				A	C	R	- Integrated HR and payroll system ensures all amendments and changes are done electronically. Executive Principal accountable with Headteacher responsible for delivery. - Must be in accordance with Trust approved HR policies and procedures. - LGB/ Headteacher: Ensures in year contractual / salary changes are within approved budget.
22.	Suspending academy staff members (excluding the Headteacher)				C	I	A	- Headteacher holds overall accountability for ensuring compliance, with delivery carried out by the appropriate line manager (in line with approved policy).
23.	Dismissing academy staff members (excluding the Headteacher)		C		C	C	A	- Headteacher holds overall accountability for ensuring compliance, with delivery carried out by the appropriate line manager (in line with approved policy). - Two Committees required one to decide and one to hear any appeal. - LGB and Executive Principal to determine any termination / settlement agreement payments. - Trust Board: Receive/ process appeals per GMAT Disciplinary Policy.
24.	Ensuring Safer Recruitment practices are followed in academy level appointments	A			C	I	R	- Trust Board holds overall accountability for ensuring compliance, with delivery carried out by the Headteacher.
D.	Pupil Matters							
D1	Education Provision							
1.	Setting Trust approach to curriculum and assessment in line with national curriculum and context of the academy		A		R	C	R	- The Trust Board is accountable for ensuring statutory requirements are met. - Curriculum must be balanced and broadly based and comply with the terms of any curriculum policy/requirements determined by the Trust Board.
2.	Setting and delivering academy curriculum and assessment in line with Trust approach				C	C	A	Headteacher is accountable for implementation in consultation with Executive Principal.
3.	Maintaining standards of teaching		I		A	I	R	- Headteacher responsible for observing and evaluating performance at academy level and securing improvement under oversight of Executive Principal. - Trustees and Members to receive agreed level of reporting. - Analysis of standards information to be provided by Headteacher to LGB.
4.	Pupil progress and attainment		I		A	I	R	- Trust Board must have access to objective, high quality and timely data to ensure robust accountability. - Headteacher responsible for pupil progress and attainment at academy level and securing improvement under oversight of Executive Principal.

	Decision	Members	Board of Trustees	Committee	Executive Principal	Local Governing Body	Headteacher	Comment
								- Analysis of standards information to be provided by Headteacher to LGB.
5.	Approving Religious Education Policy and ensuring provision in line with policy		I		C	A	R	- Although the Trust Board remains accountable for ensuring statutory requirements are met, the LGB have the delegated function to approve the policy. - Headteacher is responsible for implementation with oversight from Executive Principal. - Must be delivered in line with curriculum / Funding Agreement and any emerging areas of government guidance.
6.	Arranging examinations		I		C	A	R	- Headteacher to ensure appropriate arrangements put in place for examinations.
7.	Approving Collective Worship Policy and ensuring provision in line with policy		I		C	A	R	- Although the Trust Board remains accountable for ensuring statutory requirements are met, the LGB have the delegated function to approve the policy. - Headteacher is responsible for implementation with oversight from Executive Principal.
8.	Approving SMSC Policy and ensuring provision in line with policy		I		C	A	R	- Although the Trust Board remains accountable for ensuring statutory requirements are met, the LGB have the delegated function to approve the policy. - Headteacher is responsible for implementation with oversight from Executive Principal.
9.	Approving Sex and Relationships Policy and ensuring provision in line with policy		I		C	A	R	- Although the Trust Board remains accountable for ensuring statutory requirements are met, the LGB have the delegated function to approve the policy. - Headteacher is responsible for implementation with oversight from Executive Principal.
10.	Approving Off-site Visits Policy and ensuring provision in line with policy		I		C	A	R	- Although the Trust Board remains accountable for ensuring statutory requirements are met, the LGB have the delegated function to approve the policy. - Headteacher is responsible for implementation with oversight from Executive Principal. - Must comply with Trust approved Health and Safety policies. - Annual health and safety checks will quality assure that academies are following Evolve procedures. - All residential trips to be approved by the LGB.
11.	Delivering careers guidance		I		C	A	R	- LGB should ensure compliance is achieved with the Headteacher responsible for ensuring careers guidance is delivered.
12.	Extended services: Determining the framework for community and after academy provision			I (GP)	C	A	R	- LGB delegated function to approve framework. - Headteacher is responsible for implementation with oversight from Executive Principal. - Trust Board informed through Growth and Partnerships Committee.
13.	Approving Pupil Premium Strategy for publication		I		C	A	R	- Headteacher prepare, review and publish Pupil Premium Strategy (including costing) as required. - Reviewed and approved by LGB annually.
14.	Delivering Early Years Foundation Stage (EYFS)		I		C	A	R	- EYFS policies and procedures set in line with EYFS framework. - LGB accountable for approving the EYFS Policy and framework. - Headteacher responsible for monitoring the academy's evaluation of the quality of EYFS provision.

Decision	Members	Board of Trustees	Committee	Executive Principal	Local Governing Body	Headteacher	Comment
							- Trust Board receive annual reports on compliance, standards and proposed actions to address any issues.
D2							**Behaviour, Attendance and Welfare**
15. Setting and approving behaviour and welfare policies (behaviour, exclusions)		I		C	A	R	- Although the Trust Board remains accountable for ensuring statutory requirements are met, the LGB have the delegated function to approve policies. - Headteacher is responsible for implementation with oversight from Executive Principal.
16. Agreeing Home School Agreements (if required)				C	I	A	- Headteacher is responsible for implementation with oversight from Executive Principal and LGB.
17. Pupil Exclusions: Ensuring correct responsibilities for determining exclusions in line with DfE guidance				C	A	R	- Academies must follow the standard operating procedure / statutory guidance set out by the DfE.
18. Keeping pupil attendance registers		I		C	A	R	- Trust Board holds accountability for ensuring overall compliance, with delivery carried out by the Headteacher and overseen by the Executive Principal. - Deep dive focus at one LGB per year. - Trustees to receive agreed level of reporting.
19. Ensuring Annual Safeguarding Report is filed with the Trust Board		A		R	C	R	- Headteacher must present Annual Safeguarding Report to LGB. - Executive Principal must present Annual Safeguarding Report to Trust Board.
20. Approving Safeguarding and Child Protection Policy		A		R	C	R	- Trust Board must ensure safeguarding arrangements are in place having regard to the statutory guidance 'Keeping Children Safe in Education'. - Headteacher to implement at academy level, overseen by Executive Principal.
21. Ensuring effective safeguarding procedures and setting additional safeguarding policies		A		R	C	R	- Trust Board must ensure safeguarding arrangements are in place having regard to the statutory guidance 'Keeping Children Safe in Education'. - Headteacher to implement at academy level, overseen by Executive Principal. - Additional policies include: Prevent / Looked after Children / Safer Recruitment.
22. Monitoring safeguarding issues within an academy		I		C	A	R	- The LGB had accountability for monitoring safeguarding issues in an academy with the Headteacher taking responsibility, with oversight from the Executive Principal. - Trust Board to be informed of any issues.
D3							**School Meals**
23. Provision of school meals		I		C	A	R	- Must include provision of Free School Meals to those eligible. - Must be in accordance with nutritional standards.
D4							**Admissions**

	Decision	Members	Board of Trustees	Committee	Executive Principal	Local Governing Body	Headteacher	Comment
24.	Determining Admissions Policy		I		C	A	R	- The LGB should approve all relevant admission arrangements in line with the Code. - See Admissions Policy for individual academy.
25.	Admissions application decisions		I		C	A	R	- Headteacher responsible for coordinating and managing process. - Must be in accordance with published admission arrangements / LA.
26.	Securing an independent admission appeals panel				C	A	R	- Governance and Compliance Professional to advise.
E.	**Accessibility**							
1.	Approving and implementing Accessibility Plan		I		C	A	R	- Plan for increasing accessibility to disabled pupils (curriculum, physical environment, information). - Headteacher responsible for implementation, with oversight from Executive Principal. - LGB accountable for approving the Plan.
2.	Determining equality information and objectives statement and equality objectives		A		C	C	C	- Trust Board holds accountability for ensuring for approval and overall compliance. - Requirement to draw up and publish equality objectives every four years and annually publish information demonstrating how meeting the aims of the general public sector equality duty.
3.	Determining SEND and inclusion policies		I		C	A	R	- LGB holds accountability for ensuring for approval and overall compliance. - To include social disadvantage, equality, disability discrimination, looked after children, pupil premiums. - There should be a lead Governor with specific oversight of the academy's arrangements for SEN and disability. - Headteacher to implement at Academy level (overseen by Executive Principal).
4.	Reviewing and challenging effectiveness of SEND and inclusion policies and decisions		A *(Trust wide)*		R	A *(Academy level)*	R	
5.	Approving the SEN Information Report		I		C	A	R	- The SEN Information Report should be updated annually and any changes to the information occurring during the year should be updated as soon as possible. - Contains details about the implementation of the SEN Policy.
F.	**Finance**							
F1	**Accounting and Audit**							
1.	Appointing the Chief Financial Officer (CFO)	I	A		R			- The Trust Board appoints the CFO with the Executive Principal responsible for the delivery of the recruitment process. - The Trust must appoint a CFO to act as the Trust's Finance Director, business professional or

	Decision	Members	Board of Trustees	Committee	Executive Principal	Local Governing Body	Headteacher	Comment
								equivalent.
2.	Appointing / removing external auditor	A	R	<C (FAC)	<C (CFO)			- The statutory auditor should be appointed by the Board of Members with recommendation provided by Trust Board in consultation with Finance and Audit Committee and CFO. - CFO to advise and manage process.
3.	Ensuring compliance with ESFA requirements		A	C (FAC)	R (CFO)			- Compliance must be ensured in areas including novel, contentious and repercussive transactions, disposal of land and assets and use of Academy Allocation Fund, use of academy premises. - The Trust Board should ensure compliance with the Central Executive Team delivering on all requirements.
4.	Delivering annual report and accounts with regard to accounts consolidation exercises required by DfE	I	A	C (FAC)	R (CFO)			- The Trust Board approve the annual report and accounts. - The annual report and accounts should be filed with Companies House and the DfE and uploaded onto the Trust's website. - External Auditors to review and sign off. - Trustees and Accounting Officer must approve / sign relevant sections. - The Board of Members scrutinise annual report and accounts at the AGM.
5.	Setting delegated authority limits for financial transactions	I	A	C (FAC)	R (CFO)			- The Trust Board approves the delegated authority limits.
6.	Establishing financial policies, procedures and regulations	I	A	C (FAC)	R (CFO)			- The Trust Board approves finance policies as developed by the CFO in consultation with the Finance and Audit Committee. - Polices to include: Investment Policy, Procurement Policy, Charging and Remissions Policy, Reserves Policy. - CFO to report to Trustees on any material concerns about operation of policies.
7.	Agreeing the financial charging model for Trust (including academies)	I	A	C (FAC)	R (CFO)		R (HT)	- The Trust Board approves the financial charging model as developed by the CFO in consultation with the Finance and Audit Committee.
8.	Overseeing the planning and preparation of the Trust budget and academy budget, ensuring it links to the Trust Strategy and Asset Management Plan.			A (FAC)	R (CFO)	I	R (HT)	- CFO develop a budget timescale in accordance with Trust reporting deadlines. - CFO / Finance Team will prepare budgets with the help of the Headteachers. - Consultation with the Executive Principal. - Delegated function to Finance and Audit Committee to oversee the preparation.
9.	Approving a balanced budget for the Trust	I	A	C (FAC)	R (CFO)			- The Trust Board approves the budget which has been developed by the CFO / Central Executive Team and in consultation with the Finance and audit Committee.

	Decision	Members	Board of Trustees	Committee	Executive Principal	Local Governing Body	Headteacher	Comment
10.	Monitoring Trust-wide cash position	I	A	C (FAC)	R (CFO)			- The Trust Board are accountable for holding oversight of cash management across the Trust in consultation with the Finance and Audit Committee.
11.	Approving a balanced budget at academy level	I	A	C (FAC)	R (CFO)	C	R (HT)	- Must be in line with overall Trust budget. - Key role for Trust Finance and Audit Committee. - Chief Finance Officer to support and advise. - LGB to make recommendations with support and advice from academy Finance Manager.
12.	Monitoring academy cash position	I	I	I (FAC)	C (CFO)	A	R (HT)	- LGB are accountable for holding oversight of cash position for the academy in consultation with the CFO. - Headteacher responsible for monitoring academy cash position. - Expenditure must be in line with agreed budget.
13.	Monitoring Pupil Premium spend including Year 7 literacy and numeracy catch-up and PE and sport premium		I		C	A	R	- The LGB is accountable for the monitoring with information provided to the Trust Board as required.
14.	Approving transfer between budgets headings (virements) within agreed limits.		A (Over £50k)	C (FAC)	A	C	A (Under £10k)	- All virements in aggregate exceeding £10,000 in any one term between departments must be reported to Finance and Audit Committee. - Headteacher in conjunction with LGB has authority for virements up to £10,000.
15.	Sharing regular management accounts and forecasts		A	C (FAC)	R (CFO)			- The Trust must prepare management accounts every month setting out its financial performance and position. - The Trust Board must ensure budget forecasts for the current year and beyond are compiled accurately. - The Trust Board must review management accounts at least six times each year that have been prepared by the CFO. - The CFO must share monthly management accounts with the Chair of the Trust Board.
16.	Agreeing the annual audit programme		A	C (FAC)	R (CFO)			- Trust Board, in consultation with the Finance and Audit Committee, hold responsibility for approving the annual programme of internal scrutiny as put forward by the CFO.
17.	Receiving External and Internal Audit Management letters and findings reports / ensuring recommendations are actioned		A	C (FAC)	R (CFO)			- Finance and Audit Committee receive letters and findings for scrutiny and provide recommendation to the Trust Board for approval. - External and Internet Auditors invited to Finance and Audit Committee to present findings. - Actions implemented by CFO.

Decision	Members	Board of Trustees	Committee	Executive Principal	Local Governing Body	Headteacher	Comment
F2							**Assets**
18. Ensuring security and maintaining inventory of all Trust assets (lands and buildings stock and cash)		A	C (FAC)	R (CFO)			- CFO prepare and update Trust Asset Register / Asset Management Plan. - Finance and Audit Committee regular review of Asset Management Plan. - Trust Board approve Trust-wide medium to long term Asset Management Plan.
19. Checking annually the inventory to verify the location and condition of each asset with Trust policy		A	C (FAC)	R (CFO)			
20. Authorising the disposal of unusable or obsolete equipment included in the inventory		A (over £20k)	C (FAC)	A (CFO upto-£20k)	C	I)	- Must obtain ESFA approval in writing if proposed to dispose of an asset for which capital grant of more than £20,000 was paid. - Headteacher / CFO Sign off any disposals up to £10k. - Executive Principal signs off any disposals between £10k and £20k. - Finance and Audit Committee review and approve disposals over £20k.
21. Acquisition and disposal of freehold land & buildings, heritage asset and write-offs and liabilities (subject to £250,000 ceiling)		A	C (FAC)	R (CFO)			- CFO to present any possible write-offs to Finance and Audit Committee. - Trustees receive and approve in accordance with the Academy Trust Handbook. - Finance and Audit Committee review and recommend to Trust Board on all major acquisitions and write-offs in excess of either 1% of annual income or £45,000 individually; or 2.5% or 5% of annual income cumulatively. - CFO review Write-off Policy and process and authorise and under ESFA threshold. Ensure compliance to regulations.
F3							**Income (including lettings)**
22. Approving a Lettings Policy and fees		A	C (FAC)	R (CFO)			- Trust Board, in consultation with the Finance and Audit Committee, hold responsibility for approving the Lettings Policy as put forward by the CFO and Assistant Principal: Partnerships. - Annual review of Lettings Policy and business plan as part of budget cycle.
F4							**Procurement**

23. Ensuring that all contracts and agreements conform with finance policies and procedures		A	A (FAC – over £50k)	A (CFO & COO£10k - £50k)	C	A (£2.5k - £10k)	- Finance Team to review all orders prior to any commitment being given and approve.
							- Financial levels of approval:
							   ○ Headteacher in conjunction with LGB to authorise all orders between £2.5 and up to £10k
							   ○ AO, CFO & COO to authorise over £10k and up to £50k
							   ○ FAC to approve orders over £50k (tenders required).
							- All Capex requires prior approval as part of Trust Asset Management Plan and budgetary process.
							- LGB: Review and approve Academy specific agreements in accordance with GMAT financial and procurement policies

	Decision	Members	Board of Trustees	Committee	Executive Principal	Local Governing Body	Headteacher	Comment
F5								**Other**
24.	Investment: Setting aside funds in cash reserves		A	C (FAC)	R (CFO)			- CFO to ensure Trust investments are in compliance with funding documents. - Compliance with Funding Agreements and Trust Risk and Investment Policy. - Finance and Audit Committee review and make recommendation to Trust Board annually.
25.	Approving a scheme for paying Trustee / Governor allowances		A	C (FAC)	R (CFO)	I	I	- Trust Board, in consultation with the Finance and Audit Committee, hold responsibility for approving the scheme as put forward by the CFO. - LGBs and Headteachers informed of the Trust-wide scheme.
G.								**Health and Safety, Insurance and Premises and Extended Schools**
1.	Setting and approving health and safety policies and procedures		A		R	I	R	- Trust Board must ensure compliance with health and safety legislation, including food safety, supporting pupils with additional health needs, first aid and fire safety. - Central Executive Team responsible for ensuring appropriate health and safety procedures are in place in line with approved policy and are operating effectively. - Headteachers to implement policy at academy level and oversee operation of procedures. - Trust is covered under ESFA RPA.
2.	Ensuring adequate insurance cover is in place		A		R (CFO)			- Trust Board must ensure that adequate insurance cover in compliance with their legal obligations is in place.
3.	Approving capital projects / building works		A		R (COO)	C	R	- LA lease should be checked prior to any works on LA land and any necessary consents obtained. - All necessary DfE approvals should be obtained. - All necessary building control approvals should be obtained.
4.	Delivering academy capital projects / building works / maintenance		I	C	A	C	R (COO)	- All necessary DfE processes should be followed - All necessary building control approvals should be obtained.
5.	Arranging and implementing site security		I		A	I	R	- Central Executive Team to oversee overarching arrangements Trust-wide. - Headteacher responsible for delivery at academy level.
6.	Determining Permissible External and Community Use Policy (letting / licencing / shared use arrangements)		I		A		C	- Central Executive Team accountable for establishing and implementing policy. - Annual review of Lettings Policy and business plan as part of budget cycle. - Policy should determine how income is allocated.
7.	Managing external and community use				A	I	R (COO& CFO)	- Must be in accordance with agreed policy.
H.								**Communications, Information and Complaints**
H1								**External Communications**

	Decision	Members	Board of Trustees	Committee	Executive Principal	Local Governing Body	Headteacher	Comment
1.	Preparing and publishing Trust prospectus		A		R	C	C	
2.	Preparing and publishing academy prospectus				A	C	R	
3.	Preparing and publishing the Trust website		I		A			- Central Executive Team to ensure legally compliant and that it dovetails appropriately with academy websites.
4.	Preparing and publishing the academy website				C	I	A	- Headteacher to ensure legally compliant, supported by Central Executive Team.
5.	Establishing Freedom of Information Policy and publication scheme		A		R (DPO)			- Trust Board approves the Freedom of Information Policy which has been developed by the Data Protection Officer (DPO) / Central Executive Team.
6.	Approving press statements		A (Trust)		A (Trust)		R (Academy)	- All press statements to be overseen by Central Executive Team. - Press statements referring to Trust as a whole or are of a controversial nature should be referred to the Trust Board for approval (or the Chair where a statement is time critical).
H2	Complaints							
7.	Approving Complaints Policy and Procedure Statement		A		R			- Policy to provide for local management of complaints, with escalation to Trust Board where necessary. - Policy to include appropriate reporting at Executive Principal / LGB level.
8.	Implementing Complaints Policy and Procedure Statement				A	R	R	- Executive Principal to implement in relation to Trust-wide complaints. - Headteacher to implement in relation to academy complaints, overseen by Central Executive Team. - Executive Principal to report to Trust Board on any material concerns about operation of policy.
H3	Information Management							
9.	Approving Data Protection Policy		A		R (DPO)			- The Trust Board approves the policy which has been developed by the DPO / Central Executive Team.
10.	Implementing Data Protection Policy				A	C	R (DPO)	- DPO to implement Trust-wide. - Headteacher to notify LGB and DPO of any material concerns / breaches. - DPO to report any material concerns / breaches to Trust Board. - Headteacher to direct any FOIs.
11.	Implementing GDPR compliance: controlling systems, security and privacy of data		A	C	R (DPO)	C	R	- Trust Board must ensure GDPR compliance, in consultation with LGBs at academy level. - CFO, DPO and IT Manager responsibility for Trust-wide implementation. - Finance and Audit Committee complete annual review of GDPR compliance and report to Trust Board.

	Decision	Members	Board of Trustees	Committee	Executive Principal	Local Governing Body	Headteacher	Comment
								- Headteacher responsibility for academy level implementation.
12.	Retaining personal data and financial information in a secure way		A		R (DPO)	C	R	- Trust Board must ensure GDPR compliance, in consultation with LGBs at academy level. - DPO responsibility to ensure that personal data and financial information management and storage is compliant. - Headteacher responsibility for academy level implementation.
13.	Retaining pupil records (including attendance register)				I	I	A	
14.	Approving an ICT Strategy		A		R (COO)	C	C	- The Trust Board approves the strategy which has been developed by the Central Executive Team. - ICT Strategy should align with long term Trust Business plan / strategy and part of Trust Asset Management Plan. - Consultation with Headteacher and LGB - link to medium to long term ICT plan for teaching and learning.

NB. SOME OF THE DUTIES OF THE CFO WILL BE UNDERTAKEN BY THE ASSISTANT PRINCIPAL (PARTNERSHIPS) OR ASSOCIATE VICE PRINCIPAL- GMAT- BUSINESS AND OPERATIONS