



Grove
Learning Trust

Creating Remarkable Futures

Review body:	GLT Trust Board
Approved:	Summer 25
Review cycle	Annual and ongoing
Next review date:	Summer 26 & as required
	Updated April 2026

Scheme of Delegation



Company Number: 07728828

Registered Office:

c/o Wroughton Junior School, Inverary Road, Wroughton, Swindon, Wiltshire, SN4 9DL

Contents

CONTENT	PAGE	CONTENT	PAGE
<u>Introduction</u>	Page 3	<u>Trust Board decisions</u>	Page 16
<u>Our Team</u>	Page 4	<u>Matters reserved for the Board</u>	Page 17
<u>Governance Structure</u>	Page 5	<u>Delegation Matrix - RASCI definition & Guiding Documents</u>	Page 18
<u>Roles & Responsibilities – Members</u>	Page 6	<u>Delegations - Framework</u>	Page 19
<u>Roles & Responsibilities - Trust Board</u>	Page 7	<u>Delegations - Strategy, Vision, Values & Culture</u>	Page 20
<u>Roles & Responsibilities - Local Governance & Governance Professionals</u>	Page 8	<u>Delegations - Governance Appointments</u>	Page 21
<u>Roles & Responsibilities - FAE, SPC and Rem Comm</u>	Page 9 - 10	<u>Delegations - Finance & Budget</u>	Page 22
<u>Roles & Responsibilities - CEO, CFO & Head Teachers</u>	Page 11	<u>Delegations - Purchasing, Contracts, Fixed Assets & Debt Write Off</u>	Page 23
<u>Roles & Responsibilities - Accounting Officer</u>	Page 12	<u>Delegations - Risk Management, Estates and Health & Safety</u>	Page 24
<u>Quorum & Composition - Members & Trust Board</u>	Page 13	<u>Delegations - Schools Operations</u>	Page 25
<u>Quorum & Composition - Committees of the Board</u>	Page 14	<u>Delegations - Education & Outcomes</u>	Page 26
<u>Meetings & Conflicts of Interest</u>	Page 15	<u>Delegations - Safeguarding</u>	Page 27
		<u>Delegations - Communications</u>	Page 28
		<u>Delegations - Staffing / Workforce</u>	Page 29

Introduction

The purpose of this scheme is to clarify decision making and lines of accountability to ensure, as a team, we **trust, connect** and **collaborate** to **create remarkable futures** for all.

Grove Learning Trust (GLT) is the statutory body for all the academies. We are an exempt charity and company limited by guarantee, registered with Companies House (company number 07728828).

Schools within GLT will promote, adopt and be guided by the mission, vision and values of the Trust, as agreed by the Trust Board (the 'Trustees'). The governance structure at GLT, as pictured on page 5, is determined by the Scheme of Delegation and delivered through a framework comprising: Members; Board of Trustees; Committees of the Board, which includes those responsible for Local Governance; and executive leaders and Headteachers.

As the legal governing body, the trust board are accountable in law for all major decisions about its schools. However, this does not mean that the Board is required to carry out all the Trust's governance functions. Many of these processes are delegated to make this manageable and scalable, and to ensure schools are championed through local governance functions.

In line with Articles 105 - 106, Trustees may delegate their powers & functions (including the power to sub-delegate) to another Trustee, the Chief Executive Officer (CEO), other holders of an executive office, Headteachers (HT) and to committees of the board, including those responsible for local governance (Academy Committees). Trustees cannot delegate powers outlined in 'matters reserved for the board'. The CEO may delegate to other members of the Executive and/or Central Team and Head Teachers.

This scheme of delegation should be read in conjunction with the [GLT Articles of Association](#), respective committee Terms of Reference (ToR) and other supporting guidance documents, as referenced in the delegation matrix.

Review:

This scheme will be reviewed at least annually, and at inflection points, such as growth or significant change. As per 2.4 of the ATH, the scheme of delegation should be reviewed annually, and at the next available board meeting when there has been a change in trust management or organisational structure that would impact the effectiveness of any existing scheme of delegation.

In addition, the Trust Board reserves the right to review this scheme of delegation at any time and alter any provisions at its discretion, to ensure it continues to meet the needs of the trust.

Our Team

Together, we are one organisation.

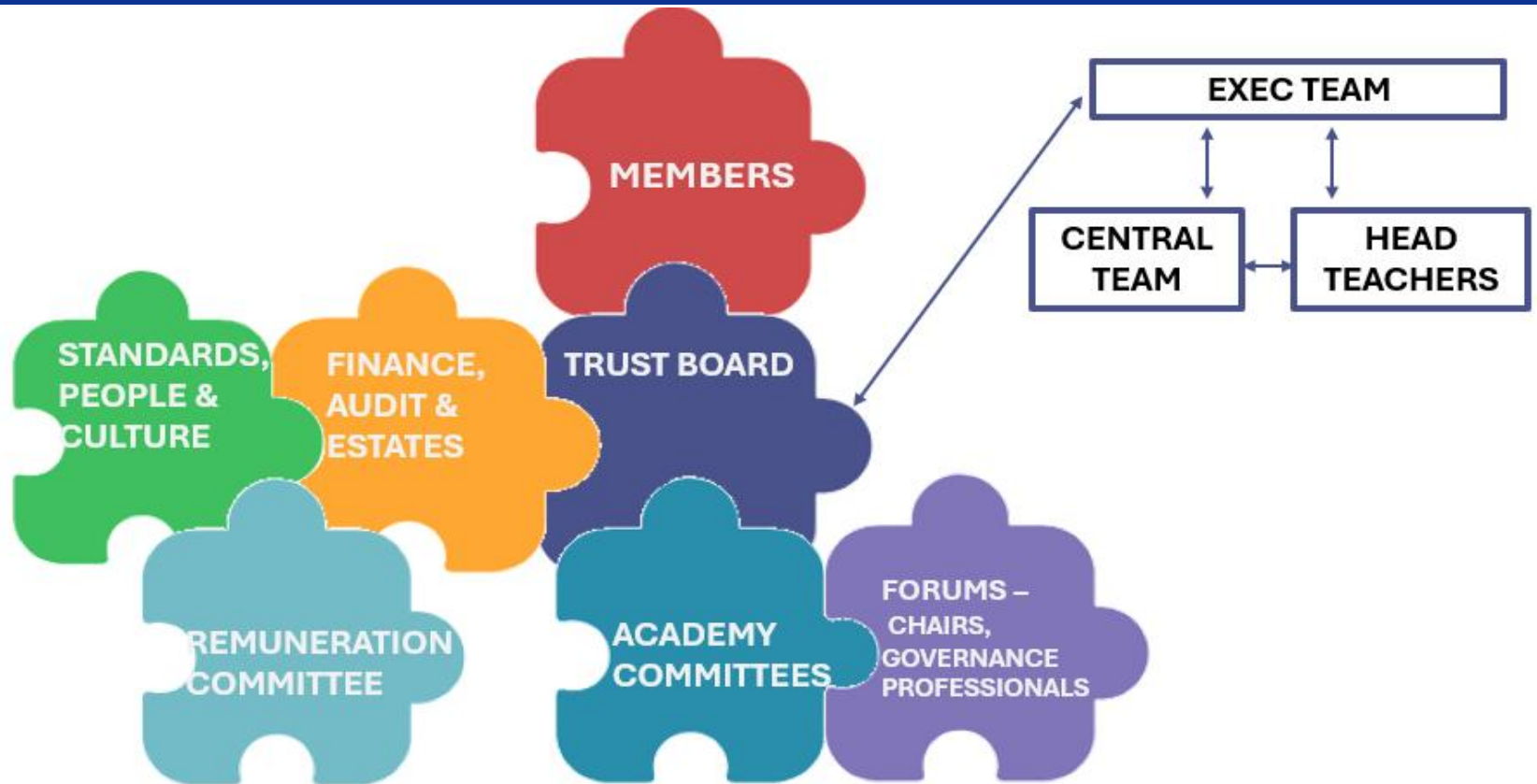


The Board of Trustees protects our values and steers our direction. The central team provides expertise, professional challenge and support. Alone, neither are 'the Trust'.

GLT's aspirations and impact are enabled by the collaborative work of our governance, executive, central and school-based teams.

Collectively, we are the Trust. We are Grove Learning Trust.

Governance Structure



Governance Framework: Roles & Responsibilities - Members

Members

Every trust has members who have a similar role to shareholders of a company limited by shares. Member powers are set out in the trust's Articles of Association. The members are responsible for GLT achieving its charitable objectives and have certain powers rather than delegations, which are:

- Agreeing the Articles of Association
- Appointing and removing the majority of trustees (except where co-opted under Article 58)
- Appointing the external Auditors (following a recommendation from the board)

Members must not be employees of the trust, nor occupy staff establishment roles on an unpaid voluntary basis. The majority of members should not also be trustees.

It is important for members to be kept informed by trustees about trust business so they can be assured that the board is exercising effective governance and use their powers to step in if governance is failing. This must include providing the members with the trust's audited annual report and accounts as stated in the ATH paragraph [4.4](#).

Our members meet three times per year (called general meetings) and, once per year at an AGM. Members may request or be invited to attend meetings of the board or sub-committees of the Board, in a non-voting capacity.

Governance Framework: Roles & Responsibilities – Trust Board

Trust Board

The trustees are both charity trustees and company directors.

Trustees must comply with the trust's charitable objects, with company and charity law, and with their contractual obligations under the master funding agreement. Company directors' duties are described in sections 170 to 181 of the [Companies Act 2006](#). Charity trustees' duties are described in the Charity Commission's [The essential trustee](#) guidance.

Trustees must be aware of and meet '[The Seven Principles of Public Life](#)', understand the legal, regulatory and contractual obligations they must meet, and have regard to the statutory guidance issued by the Secretary of State.

The seven principles of public life are:

Selflessness, Integrity, Objectivity, Accountability, Openness, Honesty & Leadership.

As per 1.11 of the [Academy Trust Handbook](#), trustees must apply the highest standards of conduct and ensure robust governance, as these are critical for effective financial management. Trusts should consider the features of high-quality governance as described in the trust quality descriptions within [Commissioning high-quality trusts - GOV.UK](#).

The Trust Board will assure itself there are relevant and robust processes and systems for the safeguarding and welfare of pupils and staff, strong educational outcomes are delivered and that effective governance controls are in place with regard to Health & Safety, Finance and Risk. The trust board usually meet at least six times per year, one of which is in person and incorporates a strategy day. The **Trust Board** will delegate some of its role to sub-committees, the quorum for each can be found on page 13 of this scheme and in the terms of reference (ToR). The board and its committees will appoint a Chair (and where required, a Vice Chair) from its membership. At GLT, our board committees **are Finance, Audit & Estates, Standards, People & Culture, Remuneration** and local **Academy Committees**.

Governance Framework: Roles & Responsibilities – Local Governance & Governance Professionals

Local Governance – Academy Committees

Local Governance within GLT is operated through **Academy Committees**. Each school has its own Academy Committee, unless agreed otherwise.

Academy Committee governors are expected to champion and hold the school leadership team to account for its performance through effective support and challenge. They operate as one body, as a committee of the Board of Trustees, which is the trust's legal governing body. Each Academy Committee is accountable to the Board of Trustees through the Board's committees – Finance, Audit & Estates (FAE) and Standards, People & Culture (SPC). Governors are elected / appointed to the Academy Committee after appropriate recruitment processes have been completed. See [Governance Recruitment processes](#) for more information. Academy Committees usually meet six times per year (once per term).

Main delegated responsibilities of the ACs include:

- Having awareness of and ensuring the application of local school policies, in accordance with the ToR and trust policy schedule
- Receiving a termly Heads report with updates on safeguarding, SEND and pupil premium – considering if safeguarding is effective and inclusive practice is embedded
- Receiving standards / data reports - considering the performance of school
- Stakeholder engagement activity
- Assisting in internal school improvement activity, external QA and involvement in Ofsted
- Carrying out link governor responsibilities (where applicable)

Governance Professionals

The trust must appoint a governance professional to support the board of trustees, who is someone other than a trustee, principal or chief executive of the trust.

The Governance & Compliance Lead acts as the governance professional (clerk) to the trust board and its FAE, SPC and Remuneration Committee and is the named Company Secretary.

Academy Committees have a dedicated Governance Professional (clerk).

Governance Framework: Roles & Responsibilities – FAE, SPC, Rem Comm

Finance, Audit & Estates Committee (FAE)

The FAE committee are to seek assurance of, report to and recommend for approval (where not delegated), actions to the Board of Trustees regarding:

- Finance
- Audit
- FAE related risk
- Estates / Premises / H&S
- HR & Pay – staffing structures (financial implications)
- Digital / IT

The key delegated financial responsibilities of the FAE committee are to oversee the financial performance of the trust, making sure money is well spent and that there is proper and regular use of its public funds, and recommending an annual Trust budget to the Trust Board for approval. It also has other delegated responsibility in accordance with the approved Financial Regulations Policy and Academy Trust Handbook (ATH). The committee are to ensure that the Trust has in place sound internal controls (financial and otherwise), risk management and assurance processes that adequately identify and manage risk relevant to the committee, and to monitor that these processes are operating effectively including receiving reports from the internal and external auditors. It has delegated responsibilities to ensure that the Trust's capital estate is fit for purpose; and ensure that appropriate legislation for Health and Safety is adopted and followed; and to receive relevant reports from Trust staff. The FAE committee usually meet five times per year.

Standards, People & Culture Committee (SPC)

The Standards & Performance committee are to seek assurance of, report to and recommend for approval (where not delegated), actions to the Board of Trustees regarding:

- Agreed KPIs
- Educational performance & standards (curriculum & quality)
- Disadvantaged learners
- HR & Pay – (safer recruitment, staff wellbeing & culture, equality, diversity & inclusion)
- Related education, people / staffing related risk

Governance Framework: Roles & Responsibilities – FAE, SPC, Rem Comm Cont...

Standards, People & Culture Committee (SPC)

The key delegated responsibilities of the committee are to ensure the highest possible standards are set and maintained, ensure effective procedures are in place with regards to attendance, behaviour and inclusion and effective arrangements are in place across the trust with regards to disadvantaged learners. SPC also ensure there are effective provisions for staff wellbeing, as well as ensuring the culture, behaviour and attitudes across the trust aligns with the vision and values through stakeholder engagement. The SPC committee usually meet five times per year.

Along with the FAE Committee, SPC also ensure there are risk management and assurance processes that adequately identify and manage risk relevant to the committee.

Remuneration Committee (Rem Comm)

The key delegated responsibilities of the Remuneration committee are to ensure the correct implementation of the trusts' Pay Policies (including the executive pay policy), set executive pay considering the agreed policy and to receive (and act upon where necessary) externally advised benchmarking activity. The Rem Comm usually meet two-three times per year.

The Board and each committee have their own Terms of Reference (ToR) which outlines the detail of the committees' roles & responsibilities. The delegation matrix acts as the reference guide for key decisions and is embedded into this scheme from page 14.

Governance Framework: Roles & Responsibilities – CEO, CFO & Head Teachers

Chief Executive Officer

The Members, through recommendation of the Trust Board will appoint the CEO of the Trust as a Trustee.

The CEO:

- has delegated responsibility for the operation and performance of the trust including appraising the executive leadership team
- is the Accounting Officer so has overall responsibility for the operation of the Trust's financial responsibilities and must ensure that the organisation is run with financial effectiveness and stability, avoiding waste and securing value for money via the report of the Chief Financial Officer (CFO); and
- leads the Trust's executive leadership team (ELT).

The CEO has authority to delegate executive functions to the ELT and is accountable to the Trust Board for their performance. The ELT will comprise the CEO, CFO, Deputy CEO (DCEO) and other such executive positions as appointed.

Chief Finance Officer

The board must appoint a chief finance officer (CFO) to who responsibility for the trusts financial procedures is delegated. They should be employed by the trust and if proposing in exceptional circumstances, to appoint a CFO who is not an employee, DfE approval must be sought.

The CFO and finance staff must be appropriately qualified and/or experienced. Trusts must assess whether the CFO and others holding a key financial role should have a business or accountancy qualification and hold membership of a relevant professional body.

Headteachers

Headteachers are responsible for the day-to-day operation of the school, safeguarding, standards, curriculum, teaching and learning, the pupils, the staff, and for working with parents and the community.

Governance Framework: Roles & Responsibilities - Accounting Officer

The board of trustees **must** appoint a senior executive leader, who may be appointed as a trustee. In single academy trusts this should be the principal. In trusts with multiple academies, it should be the chief executive or equivalent. (ATH 1.28)

The board **must** also appoint a named individual as its accounting officer. This should be the senior executive leader. (ATH 1.29)

The roles of accounting officer and chief financial officer should not be occupied by the same individual. The accounting officer should be employed by the trust. DfE approval must be obtained if proposing, in exceptional circumstances, to appoint an accounting officer who is not employed.

The accounting officer role includes specific responsibilities for financial matters, which includes personal responsibility to Parliament and to DfE's accounting officer for the trust's financial resources.

The accounting officer must have oversight of financial transactions, by:

- ensuring the academy trust's property and assets are under the trustees' control and measures exist to prevent losses or misuse
- ensuring bank accounts, financial systems and financial records are operated by more than one person
- keeping full and accurate accounting records to support their annual account

The accounting officer must be able to assure the DfE's accounting officer, parliament and the public, of high standards of probity in the management of public funds, particularly regularity, propriety, feasibility and value for money, including the 3 elements of value for money which are, economy, efficiency and effectiveness. (ATH 1.32)

The accounting officer must take personal responsibility (which must not be delegated) for assuring the board that the trust is complying with the funding agreement and handbook (ATH).

The accounting officer must advise the board, in writing, if action it is considering is incompatible with the articles, master funding agreement or ATH. This includes where such action conflicts with the duties of the accounting officer, to ensure regularity, propriety, value for money and feasibility. Similarly, the accounting officer must advise the board, in writing, if the board fails to act where required by the funding agreement or ATH. Where the board is minded to proceed, despite the accounting officer's advice, the accounting officer must consider the board's reasons and if the accounting officer still considers the action proposed by the board is in breach, the DfE must be notified, in writing, immediately.

Governance Framework: Quorum & Composition – Members & Trust Board

Members

GLT must have no fewer than three members, with the preferred number being 5, (in line with DfE recommendations) of whom no more than one can be a trustee. Employees cannot be a Member.

Quorum for general (members) meetings – majority (Article 23)

Quorum for AGM – majority of members present (Article 23)

Trust Board

Article 45 sets out that our Trust board will comprise no fewer than three Trustees but (unless otherwise determined by ordinary resolution) shall not be subject to any maximum. Under Article 46, Members may appoint up to eight Trustees. Trustees may also appoint co-opted trustees in accordance with Article 58. Article 57 states the Members may, by ordinary resolution, appoint the Chief Executive Officer as a Trustee.

Other members of the Executive Leadership Team (ELT) as required will attend Trust Board (and/or committee) meetings in an ex-officio capacity with no voting rights.

Quorum for trust board meetings – Three trustees (or, where greater, one third (Article 117) – except for removal of trustee and/or removal of Chair of Trustees, in which case quorum is two-thirds (rounded up to a whole number) (Article 119)

Governance Framework: Quorum & Composition – Committees of the Board

Finance, Audit & Estates

At least three trustees from the board composition.

Quorum for FAE meetings – majority

Standards, People & Culture

At least three trustees from the board composition.

Quorum for SPC meetings - majority

Academy Committees

- Head Teacher
- Staff Governor
- Two Parent Governors (Article 101a)
- *Four Co-opted Governors (can recruit beyond this number based on need / skills)

*Governance & Compliance Lead has delegated authority to recommend for appointment (by the Trust Board) any number of 'Board Appointed' Co-opted Governors to ACs.

Quorum for AC meetings – 50% (excluding vacancies). *Parent / co-opted governors should outnumber staff members by at least one.*

Governance Framework: Meetings & Conflicts of Interest

Meetings

The agenda and associated meeting papers for all governance meetings shall be distributed to all relevant board / committee members seven days in advance of a meeting. Papers are to be read by all those relevant to that board / committee prior to any meeting. In the event of any delays, the governance professional to the board/committee should alert those affected. Apologies of absence must be given in advance to the Governance Professional.

Conflicts of Interest

Any member of the GLT governance team will be considered to have a conflict of interest, and should withdraw from any related discussion and vote, in any situation where:

- There may be a conflict / connection between the interests of the individual and the interests of the Trust or any of its academies
- A fair hearing is required and there is any reasonable doubt about an individual's ability to act impartially
- They have a direct or indirect pecuniary (financial) interest.

Where there is disagreement about whether an individual should withdraw, this will be determined by a vote of others present. If an individual leaves a meeting due to a conflict they no longer count towards the quorum and the Governance Professional should confirm if the meeting remains quorate.

All conflicts of interest must be declared annually and published via Get Information about Schools, GLT and school websites. These are to be maintained throughout the year to ensure transparency.

Governance Framework: Trust Board decisions

Trust Board decisions*

Wherever an item at a board or committee meeting requires a decision, this will be decided by a simple majority vote of those present; no votes can be cast by proxy. Other than in contested ballots, votes will usually be determined by a show of hands, unless a secret ballot is requested by the Chair or any trustee present. If there is an equal division of votes the chair of the meeting will have a second and casting vote.

There may be urgent circumstances where decisions have to be taken outside of meetings. Where decisions that would usually be taken at meetings have to be made on an urgent basis, they may be taken by the Chair in consultation with the CEO and must then be reported at the next trust board meeting, with an explanation of the urgency. The decision will be recorded in the minutes of the meeting.

In between meetings, the board & committees are allowed to make a decision by way of a written resolution. In practice this may be several identical documents, and electronic signatures (or email confirmations) are acceptable. Decisions made in this way should be minuted at the next board meeting.

***Please see end note for delegated authority to off-payroll posts.**

Delegation – Matters reserved for the board

Matters for the board

The Trust Board **cannot** delegate the following duties:

- Appointment of the CEO
- Appointment of the CFO
- Appointment of the Accounting Officer
- Appointment of a Headteacher – panel must include Trustee representation and recommendation put to the board for agreement
- Agree Scheme of Delegation and Terms of Reference
- Appoint Chair & Vice Chair of the Board
- Agree Trust Board committees
- Agree interventions / withdrawal of committee delegations
- Appoint & Remove Company Secretary
- Agree the strategy, vision & values
- Agree onboarding of new schools
- Agree whistleblowing procedures
- Appoint Governance Professional
- Agree Annual Report & Accounts (ARA)
- Agree trust consolidated budget and any in-year alterations
- Agree use of reserves
- Agree banking arrangements
- Approve purchases / contracts in excess of £50,000
- Write off outstanding debts between £1000 and the smaller of 1% of total annual income or £45,000
- Fixed asset disposals over £25,000 (other than land & buildings)
- Adopt trust risk register
- Agree CIF bids (written externally, informed by conditions surveys) over £50,000
- Agree change of age range or PAN
- Agree change to the length of the school day
- Set term dates
- Make changes to admissions arrangements & agree admissions policy
- Agree to adopt Safeguarding & Child Protection policy (written by external consultant) & GLT safeguarding statement
- Agree Staffing structure changes including redundancies
- Set Executive Pay

Delegation Matrix

Key:	Definition:
R	Responsible for the activity (completes the activity / piece of work / makes recommendation)
A	Accountable for the activity (ensures delivery of the work &/or decision maker / approves / agrees the work)
S	Supporting the activity (supports those responsible, completes work & provides input to activity)
C	Consulted in the activity (offers feedback / advice during process - multi-way communication)
I	Informed of the activity (updates during and/or when activity closes - one-way communication)

Guiding documents:					
RASCI:	RASCI definition	GLT Recruitment Process:	Governor Recruitment Processes	KCSiE	Keeping children safe in education - GOV.UK
ATH:	Academy trust handbook	SEND Code of Practice:	SEND code of practice: 0 to 25 years - GOV.UK	Master Funding Agreement (MFA)	Master Funding Agreement .pdf
ToR:		GLT Education framework:	Education Framework		
Articles:	GLT-Articles-of-Association-2024.pdf	GLT Policy Schedule:	GLT Policy schedule		
Academy Trust Governance Guide (Gov. Guide)	Academy trust governance guide - Guidance - GOV.UK	Exclusions Guidance:	School suspensions and permanent exclusions - GOV.UK		

Key:	Definition:
R	Responsible for the activity (completes the activity / piece of work / makes recommendation)
A	Accountable for the activity (ensures delivery &/or decision maker / approves / agrees the work)
S	Supporting the activity (supports those responsible, completes work & provides input to activity)
C	Consulted in the activity (offers feedback / advice during process - multi-way communication)
I	Informed of the activity (updates during and/or when activity closes - one-way communication)

Where * in central team - GCL is responsible / leads process | Where * in CEO/Exec – CEO is responsible / leads process

ACTIVITY		MEMBERS	TRUST BOARD	FAE	SPC	REM COMM	AC	HEAD	CENTRAL TEAM	CEO & EXEC TEAM
FRAMEWORK	REFERENCE									
Recommend DfE model (or changes to) Articles of Association	DfE model		R						S*	
Agree to adopt the recommended DfE model (or changes) Articles of Association	ATH	A	I	I	I	I	I	I	I	I
Submit Articles to Companies House	Companies Act 2006	A	I						R*	
Write the Scheme of Delegation & Terms of Reference (all)	Articles (105) and ATH 2.4		C	C	C	C	C	C	R	C
Agree the Scheme of Delegation & Terms of Reference	ATH 2.4	I	A	I	I	I	I	I	I	I
Recommend board committees (including composition)	ATH 3.6								R*	C
Agree recommendation of board committees	ATH 3.6	I	A	I	I	I	I	I		
Recommend intervention strategy & withdrawal of delegations to committees	Articles (105)								S	R
Agree intervention & withdrawal of delegations to committees	ATH		A	I	I	I	I	I		
Agree to abide by GLT Governance Code of Conduct	Gov. Guide 1.1.4	R	R	R	R	R	R	R	A*	R
Ensure compliance against DfE requirements & external regulators	ATH 5.44-5.45	I	A	C	C	C	I	S	R*	S
Maintain GIAS and Companies House registers (including conflicts of interest)	ATH 5.35-5.40	I	I						R*	
Appoint & remove Company Secretary	Companies Act 2006	I	A							R*

Key:	Definition:
R	Responsible for the activity (completes the activity / piece of work / makes recommendation)
A	Accountable for the activity (ensures delivery &/or decision maker / approves / agrees the work)
S	Supporting the activity (supports those responsible, completes work & provides input to activity)
C	Consulted in the activity (offers feedback / advice during process - multi-way communication)
I	Informed of the activity (updates during and/or when activity closes - one-way communication)

ACTIVITY		MEMBERS	TRUST BOARD	FAE	SPC	REM COM M	AC	HEAD	CENTRAL TEAM	CEO & EXEC TEAM
STRATEGY, VISION, VALUES & CULTURE										
Write & recommend the strategic plan (including culture), vision & values for the trust	Gov. Guide 1-3		C				C	C	C	R
Agree the strategic plan, vision & values for the trust	Gov. Guide 1-3	I	A	I	I	I	I	I	I	
Complete due diligence for onboarding of new schools	Due diligence: best practice guide for maintained schools, local authorities and academy trusts - GOV.UK		C					I	S	R
Approve onboarding of new schools (after due diligence)	Articles (5h)	I	A				I	I		
Agree school values in line with trust vision							S	A		C
Stakeholder engagement	MFA 1.14	I	A				S	R		R
Recommend whistleblowing policy & procedures	ATH 2.40-2.44							C	S	R
Agree, & keep under review whistleblowing procedures	ATH 2.40-2.44		A						S	S

Key:	Definition:
R	Responsible for the activity (completes the activity / piece of work / makes recommendation)
A	Accountable for the activity (ensures delivery &/or decision maker / approves / agrees the work)
S	Supporting the activity (supports those responsible, completes work & provides input to activity)
C	Consulted in the activity (offers feedback / advice during process - multi-way communication)
I	Informed of the activity (updates during and/or when activity closes - one-way communication)

ACTIVITY		MEMBERS	TRUST BOARD	FAE	SPC	REM COMM	AC	HEAD	CENTRAL TEAM	CEO & EXEC TEAM
GOVERNANCE APPOINTMENTS <i>(following necessary recruitment activity)</i>										
Recruitment activity for Members & Board	Articles	S	S						R*	S
Appoint and remove Members	Articles 15&16	A	I						S*	I
Appoint and remove (majority of) Trustees (not incl. co-opted trustees)	Articles 58	A	I	I	I	I	I	I	S*	I
Appoint the Chair of Trust Board	Gov. Guide 4.4.1-4.4.3		A							
Agree Board committee Chairs / Vice Chairs (not incl. AC)	Gov. Guide 4.4.1-4.4.3		A							
Complete AC Governor recruitment activity	GLT Recruitment process						R	R	S*	
Appoint AC co-opted Governors & Chair / Vice Chair	GLT Recruitment process		I				A	S	S*	
Appoint AC link roles - Safeguarding, SEND & Grants (Pupil Premium & Sports Premium)	Gov. Guide / KCSiE / SEND code of practice		I				A	S		
Remove ACs & Governors (following intervention activity)	GLT Education Framework		A						S*	S*
Appoint Governance Professional for the trust board	Gov. Guide 4.5.1		A							R*
Induction / onboarding processes to the governance team	Gov. Guide 4.6+4.7		C				C	C	R*	S
Annual board & committee effectiveness review	Gov. Guide 4.8 + 4.9	C	A	S	S	S	S	S	R*	C
Ensure trust board composition includes financial skillset	Gov. Guide - board skills		A						R*	S

Key:	Definition:
R	Responsible for the activity (completes the activity / piece of work / makes recommendation)
A	Accountable for the activity (ensures delivery &/or decision maker / approves / agrees the work)
S	Supporting the activity (supports those responsible, completes work & provides input to activity)
C	Consulted in the activity (offers feedback / advice during process - multi-way communication)
I	Informed of the activity (updates during and/or when activity closes - one-way communication)

ACTIVITY		MEMBERS	TRUST BOARD	FAE	SPC	REM COMM	AC	HEAD	CENTRAL TEAM	CEO & EXEC TEAM
FINANCE / BUDGET										
Recommend external Auditors	ATH 4.5-4.8		R							S
Appoint and remove external auditors	ATH 4.5-4.8	A								
Prepare & recommend Trustee report (for input to the annual report & accounts)	ATH 4.1-4.4		A	S	S	S			R*	R
Agree annual report & accounts (from external auditors)	ATH 4.1-4.4		A	C			I	I	S	S
Receive annual report & accounts	ATH 4.1-4.4	A								
Prepare & recommend school budget	ATH 2.9-2.14			C				A	S	R
Prepare & recommend central budget	ATH 2.9-2.14			C					S	R
Prepare & recommend trust consolidated annual budget	ATH 2.9-2.14			C					S	R
Agree trust consolidated annual budget	ATH 2.9-2.14		A	C						
Agree budget amendments during the year	ATH 2.9-2.14		A	C						
Prepare monthly management accounts	ATH 2.18-2.20			C					S	R
Receive monthly management accounts	ATH 2.18-2.20		A					I		
Prepare & recommend BFR	Academies budget forecast return - GOV.UK									R
Approve BFR prior to submission	Academies budget forecast return - GOV.UK		A							
Ensure adequate insurance cover is in place	ATH 2.37-2.39		A	C						R
Managing conflicts of interest & related party transactions	ATH 5.35-5.44		A	C					R*	R
Approve use of reserves	ATH 2.8 / MFA 4.9		A	S						R
Approve financial manual	ATH 2.6		A	S						R
Review and recommend changes to banking arrangements	Articles of Association Section 5		I	I						R
Approve banking arrangements	Articles of Association Section 5		A							R

Key:	Definition:
R	Responsible for the activity (completes the activity / piece of work / makes recommendation)
A	Accountable for the activity (ensures delivery &/or decision maker / approves / agrees the work)
S	Supporting the activity (supports those responsible, completes work & provides input to activity)
C	Consulted in the activity (offers feedback / advice during process - multi-way communication)
I	Informed of the activity (updates during and/or when activity closes - one-way communication)

ACTIVITY		MEMBERS	TRUST BOARD	FAE	SPC	REM COMM	AC	HEAD	CENTRAL TEAM	CEO & EXEC TEAM
PURCHASING & CONTRACTS										
Approve purchases & contracts over £50,000	ATH 2.25		A	C						
Approve purchases & contracts between £10,000 and £50,000	ATH 2.25									A
Approve purchases & contracts up to £10,000 (Repeat supplier payments require CFO approval)	ATH 2.25							A Budget holders	A Budget holders	A Budget holders
Approve BACS runs up to £150k	Finance Regs policy								R	A
FIXED ASSETS / DEBT WRITE OFF										
Write off outstanding debts between £1000 and the smaller of 1% of total annual income or £45,000	ESFA / DfE		A							
Write off outstanding debts between £500 and £1000	ATH 2.6-2.8		I	A						
Write off outstanding debts up to £500	ATH 2.6-2.8									A
Fixed asset disposals over £25,000 (other than land & buildings)	ATH 2.6-2.8		A	C						
Fixed asset disposals between £10,000 and £25,000 (other than land & buildings)	ATH 2.6-2.8		I	A						
Fixed asset disposals between £1,000 and £10,000 (other than land & buildings)	ATH 2.6-2.8									A*
Fixed asset disposals up to £1,000 (other than land & buildings)	ATH 2.6-2.8							A - in schools		A

Key:	Definition:									
R	Responsible for the activity (completes the activity / piece of work / makes recommendation)									
A	Accountable for the activity (ensures delivery &/or decision maker / approves / agrees the work)									
S	Supporting the activity (supports those responsible, completes work & provides input to activity)									
C	Consulted in the activity (offers feedback / advice during process - multi-way communication)									
I	Informed of the activity (updates during and/or when activity closes - one-way communication)									
ACTIVITY		MEMBERS	TRUST BOARD	FAE	SPC	REM COMM	AC	HEAD	CENTRAL TEAM	CEO & EXEC TEAM
RISK MANAGEMENT										
Recommend internal audit scope of works		ATH 2.6								R
Agree the internal audit scope of works		ATH 2.6	I	A						
Recommend internal auditors		ATH 2.6								R
Appoint internal auditors		ATH 2.6	I	A						
Prepare & maintain trust risk register		ATH 2.35-2.36	S		S	S			R	R
Adopt trust risk register		ATH 2.35-2.36	I	A				I		
ESTATES AND HEALTH & SAFETY										
Write and maintain trust wide estates strategy		Good estate management for schools - Guidance - GOV.UK			I					R
Implement Premises Management document / policy		School estate management standards		A				R		
Ensure Health & Safety policy is compliant and implemented		https://www.legislation.gov.uk/ukpga/1974/37/contents		A						R
Ensure compliance with the buildings maintenance programme (via compliance software)		Health and safety: responsibilities and duties for schools - GOV.UK						A		
Agree CIF bids (written externally, informed by conditions surveys) up to £50,000		Condition Improvement Fund - GOV.UK						S		A
Agree CIF bids (written externally, informed by conditions surveys) over £50,000		Condition Improvement Fund - GOV.UK		A	C			S		S

Key:	Definition:
R	Responsible for the activity (completes the activity / piece of work / makes recommendation)
A	Accountable for the activity (ensures delivery &/or decision maker / approves / agrees the work)
S	Supporting the activity (supports those responsible, completes work & provides input to activity)
C	Consulted in the activity (offers feedback / advice during process - multi-way communication)
I	Informed of the activity (updates during and/or when activity closes - one-way communication)

ACTIVITY		MEMBERS	TRUST BOARD	FAE	SPC	REM COMM	AC	HEAD	CENTRAL TEAM	CEO & EXEC TEAM
SCHOOLS OPERATIONS										
Prepare & maintain Academy Improvement Plan & priorities	GLT Education Framework				I		C	R		S
Propose / recommend changes to age range or PAN	MFA & SFA						I	S		R
Agree change of age range or PAN	MFA & SFA		A				I	I		I
Propose changes to the length of the school day	Gov. Guide 7.13						I	R		S
Agree change to the length of the school day	Gov. Guide 7.13		A				I	I		I
Set INSET days (max. 5 INSET days)	Gov. Guide 7.13						I	R		I
Set term dates	Gov. Guide 7.13		A				I	C	I	R
Set the structure of School Day	Gov. Guide 7.13							R		
Boards must ensure that academies are keeping admission and attendance registers	Gov. Guide 7.2		A				C	R		I
Make changes to admissions arrangements	Gov. Guide 7.1		A				C	C		R
Agree partial / full school closure								A		C
Write & maintain trust wide policy schedule	ATH 2.40 - 2.44, 6.14-6.15		I	I	I		I	I	R*	S
Write Central policies <i>(*refer to policy schedule for where Heads / working party consulted)</i>	ATH 2.40 - 2.44, 6.14-6.15							C*	R	R
Write School policies	ATH 2.40 - 2.44, 6.14-6.15						I	R		I
Agree central / school policies (Board/Exec=Central policies, HT=School policies) <i>(refer to policy schedule for delegations)</i>	ATH 2.40 - 2.44, 6.14-6.15		A				I	A	I	A
Ensure implementation of policies (Board=Central policies, AC=School policies)	ATH 2.40 - 2.44, 6.14-6.15		A	A	A		A			
Suspend (fixed term) in line with exclusions guidance and School policy	MFA 2.20				I			R		I
Permanently exclude in line with exclusions guidance and school policy	MFA 2.20				I			R		I
Permanent exclusion panels in line with guidance and School policy (PEX panel of AC / Trustees)	PEX guidance		R		I		R	S	S	S

Key:	Definition:
R	Responsible for the activity (completes the activity / piece of work / makes recommendation)
A	Accountable for the activity (ensures delivery &/or decision maker / approves / agrees the work)
S	Supporting the activity (supports those responsible, completes work & provides input to activity)
C	Consulted in the activity (offers feedback / advice during process - multi-way communication)
I	Informed of the activity (updates during and/or when activity closes - one-way communication)

ACTIVITY		MEMBERS	TRUST BOARD	FAE	SPC	REM COM M	AC	HEAD	CENTRAL TEAM	CEO & EXEC TEAM
EDUCATION & OUTCOMES										
Set trust approach to curriculum & assessment (with regard to statutory requirements)	Gov. Guide 6.1		I		S		I	C		R
Implement curriculum & assessment (in line with trust approach) in schools	Gov. Guide 6.2						I	R	C	I
Deliver EYFS (in line with statutory requirements)	Gov. Guide 6.2						I	R	C	I
Prepare Annual SEND report	SEN Code of Practice						C	R		I
Ensure compliance with SEND Code of Practice	Gov. Guide 7.4.1+7.4.2		I		C		C	R		S
Write school Pupil Premium strategy (in line with trust PP principles)	MFA 2.13						C	R		I
Monitor school Pupil Premium spend (against school strategy)	Gov. Guide 7.5						S	R		I
Write trust wide PP principles	MFA 2.13						I	I	S	R
Monitor PP spend against trust PP principles	MFA 2.13		A	C					S	R
Sports Premium report	PE and sport premium for primary schools - GOV.UK						C	R		I
School Ofsted Inspections	Gov. Guide 7.7		A				S	A	S	A*

Key:	Definition:
R	Responsible for the activity (completes the activity / piece of work / makes recommendation)
A	Accountable for the activity (ensures delivery &/or decision maker / approves / agrees the work)
S	Supporting the activity (supports those responsible, completes work & provides input to activity)
C	Consulted in the activity (offers feedback / advice during process - multi-way communication)
I	Informed of the activity (updates during and/or when activity closes - one-way communication)

ACTIVITY		MEMBERS	TRUST BOARD	FAE	SPC	REM COM M	AC	HEAD	CENTRAL TEAM	CEO & EXEC TEAM
SAFEGUARDING										
Agree to adopt Safeguarding & Child Protection policy (written by external consultant)	KCSiE	I	A							
Add school specific detail to trust agreed safeguarding policy							I	R		
Agree GLT Safeguarding statement			A				I	I		R
Prepare and submit S175 audit to LA	Education Act 2002						C	R		I

Key:	Definition:
R	Responsible for the activity (completes the activity / piece of work / makes recommendation)
A	Accountable for the activity (ensures delivery &/or decision maker / approves / agrees the work)
S	Supporting the activity (supports those responsible, completes work & provides input to activity)
C	Consulted in the activity (offers feedback / advice during process - multi-way communication)
I	Informed of the activity (updates during and/or when activity closes - one-way communication)

ACTIVITY		MEMBERS	TRUST BOARD	FAE	SPC	REM COM M	AC	HEAD	CENTRAL TEAM	CEO & EXEC TEAM
COMMUNICATIONS - TRUST WIDE										
Approve Trust communications strategy			I				I			A
Approve GLT corporate branding incl. logos, artwork, signage			I				I			A
Prepare & Agree Trust critical incident communications	Critical incident plan		I				I			A
Prepare & Agree Trust media statements	Critical incident plan		I							A
COMMUNICATIONS - SCHOOLS										
Prepare School media statements	Internal Communications							R		S
Agree School leadership announcements								R		C
Communications to stakeholders (responsibility is circumstance and/or setting dependant)								R		R

Key:	Definition:
R	Responsible for the activity (completes the activity / piece of work / makes recommendation)
A	Accountable for the activity (ensures delivery &/or decision maker / approves / agrees the work)
S	Supporting the activity (supports those responsible, completes work & provides input to activity)
C	Consulted in the activity (offers feedback / advice during process - multi-way communication)
I	Informed of the activity (updates during and/or when activity closes - one-way communication)

ACTIVITY		MEMBERS	TRUST BOARD	FAE	SPC	REM COMM	AC	HEAD	CENTRAL TEAM	CEO & EXEC TEAM
STAFFING / WORKFORCE										
Recruit, appoint and dismiss the Chief Executive Officer	ATH 1.28	I	R							
Recruit, appoint and dismiss the Accounting Officer (if different from CEO)	ATH 1.28-1.29	I	R							
Recruitment activity for CFO	ATH 1.39	I		S					S	R*
Appoint and dismiss the Chief Finance Officer	ATH 1.39	I	R							
Recruit, appoint and dismiss the DCEO		I	C							R*
Appoint and dismiss Headteachers	MFA 2.4	I	A				S			R
Appoint and dismiss Deputy Headteachers								R		S
Make staffing structures changes within the board agreed budget										A*
Review and recomment reorganisation of staffing structures (including proposal of redundancies)				C				C		R
Approve recommendations to reorganise staffing structures (including the proposal of redundancies)		I	A				I	I		
Recruit, appoint & dismiss all other school based staff					I		I	R	S	C - to recruit
Recruit, appoint & dismiss central team staff			I				I	I	I	R
Oversee staff wellbeing, workload & conditions	Gov. Guide 5.4	I	A					S	S	R
Approve monthly payroll	Finance Regs policy								R	A
Conduct staff performance management meetings and make recommendations of pay progression (incl. CFO, DCEO)	PMR policy	I						R	R	R
Agree staff pay recommendations	ATH 2.27-2.29	I	I			A		S	S	S
Conduct CEO performance management meetings and make recommendations of pay progression	ATH 2.27-2.29	I	R - CEO PMR panel							
Setting Exec Pay (agreeing recommendations)	ATH 2.27-2.29	I	A							

Matters with delegated authority to the posts of CEO and CFO:

Where these roles are fulfilled on an off-payroll basis, matters are to be taken to the trust board for consideration and approval.