



# GMAT

## Scheme of Delegation

2020 -2021

Greater Manchester Academies Trust

<b>Approved by:</b>	Vicky Rosin	<b>Date:</b> September 2020
<b>Last reviewed on:</b>	[Date]	
<b>Next review due by:</b>	September 2021	

**Publication/communication requirements:** The Board of Trustees should ensure that a copy is provided to Members, Board Committees (including the Local Governing Bodies), the Executive Team and the Headteachers. The document should also be published on the Trust and Academy websites.

## The GMAT Scheme of Delegation

### Overview

Manchester Communication Academy, Manchester Communication Primary Academy, and the North Manchester Initial Teacher Training organisation are collectively governed by the Greater Manchester Academies Trust (GMAT). The GMAT Board is constituted under a Memorandum of Association and Articles of Association.

The Trust Board is responsible for ensuring that high standards of corporate governance are maintained. It should exercise its powers and functions through a scheme of delegation with a view to fulfilling a largely strategic leadership role in the running of the academies/the SCITT, addressing such matters as:

- Policy development and strategic planning, including target setting to drive school improvement
- Ensuring sound management and administration of all GMAT bodies, ensuring that managers are equipped with relevant skills and guidance
- Ensuring compliance with legal requirements
- Establishing and maintaining a transparent system of prudent and effective internal control
- Management of the academies financial, human and other resources (in particular, control over expenditure identified in the Trust development plan)
- Monitoring performance and the achievement of objectives, and ensuring that plans for improvement are acted upon
- Helping Trust members to be responsive to the needs of parents and the community, and more accountable through consultation & reporting

- Setting standards of conduct and values for Trust members
- Assessing and managing risk, including preparation of a statement on the Trust's risk management for its annual report & accounts

The specific areas the Trust Board will oversee include:

- Approval of Trust members' improvement plans;
- Approval of specific policies developed at Committee/LGB level;
- Approval of Trust members' budgets;
- Determining delegated levels of expenditure approval;
- Approving transfers between budgets over certain limits;
- Determining certain employees' terms & conditions & remuneration;
- Approving the annual report & accounts;
- Approving significant capital expenditure proposals.

Many Board responsibilities will be delegated to LGBs, committees or individuals. To ensure sound financial control, this scheme of delegation specifies the decisions of the Board with regard to which financial functions it chooses to delegate to a committee and which to an individual. Where responsibility has been delegated, all decisions taken will be properly recorded and reported to the Trust Board if it so requires.

This policy takes into account:

- i. The Academies Financial Handbook
- ii. The Trust's own financial procedures & processes
- iii. The Trust's Governance code of conduct policy

Trustees do not incur any personal liability in respect of anything done honestly, reasonably, and in good faith in exercising their power to spend an academy's budget share, or delegating that power to the Accounting Officer/Principal/Chief Financial Officer. The Trust Board is accountable for all actions taken in its name by individuals or committees to which it has delegated functions. Where the AO/Principal/CFO delegate tasks to other staff, they remain accountable to the Trust Board.

### Purpose of the Scheme of Delegation

The primary purpose of this Scheme of Delegation (Scheme) is to inform those involved with the governance of the Academy of where decision making, advisory and other responsibilities lie within the MAT.

The Scheme does not contain details of every decision/responsibility or every aspect that will be delegated. Its content will be supplemented by the Trust's strategic plans, policies and procedures and any direction given or rules and directions agreed or issued by the Members or the Board of Trustees. In the event that there is uncertainty as to which tier of governance has responsibility for a particular matter, guidance should be sought from the Chair of the Board of Trustees.

Whilst the Scheme is an important document, the way it is operated in practice will be the key to its efficacy. Good communication between the Board and its Committees and relevant members of staff will be essential. The Chair of any committee group, such as Finance and Audit or Local Governing Board, will be co-opted onto the Trust Board. This will be reviewed as the MAT grows.

### Adoption of the Scheme

This Scheme has been approved by the Board of Trustees and shall apply from the date shown on the front cover.

### How it has been determined

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

- a. The Board of Trustees is ultimately accountable for the way in which the academies managed by the MAT are run and as such must be satisfied that delegation takes place where appropriate and that it receives appropriate reports on matters delegated by it/actions taken in its name to enable appropriate oversight.
- b. There are some areas where it makes sense for matters to be dealt with centrally, rather than by individual academies. It is intended that this will achieve economies of scale as well as reducing the burden on the individual academies.
- c. The Board cannot take all decisions itself, and in making decisions that the Board reserves for itself, it will often be reliant on information and advice from and be guided (as appropriate) by its Committees, the academy LGB or Committees and others operating at academy level. The Board considers that there is often a powerful case for local involvement in decision making.
- d. The level of delegation will reflect the circumstances of the Academy at the time of delegation. This may require certain decisions/responsibilities to be taken back by the Board of Trustees.

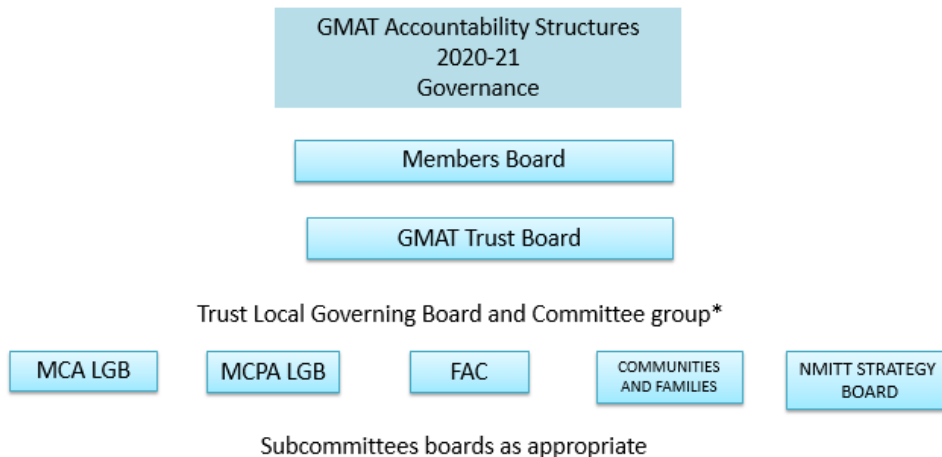
### Governance structure and lines of accountability

The Board of Trustees 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 schools 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 Chair of each LGB or Committee Group is a co-opted member of the Trust Board*

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

The EP line manages other senior executives and the academies' Headteachers, setting their targets and performance managing them in conjunction with the Local Governing Body.

The board constitutes committees to ensure the Trust operates effectively:

- Finance and Audit Committee: for the scrutiny of finance and audit issues; the committee should look in detail at resourcing and risk issues across the

trust. As a board committee, the chair will sit on the trust board.

- Families and Community: to ensure that the mission of the Trust is realised, providing effective community and family support and that resources are targeted effectively and prudently.
- Local governing bodies (Academies) and Management Committee (ITT Partnership) (see below)

The board delegates some of its school level monitoring and scrutinising functions to Local Governing Bodies, and uses these bodies to promote stakeholder engagement and as a point of consultation and representation. The line of communication between the board of trustees and the academy LGB will be maintained by co-opting LGB Chairs to the trust board. This arrangement will be reviewed should the trust grow.

Local Governing Bodies will also have their own sub-committee structure (this may be a key role rather than a committee) which must include:

- Quality and Standards
- Parental Engagement
- Safeguarding and Equality

It is usual for the EP to seek input from the chair of the academy LGB when undertaking the headteacher's performance management.

As the headteacher is being line managed by the EP, the LGB no longer solely carries out the governance function of holding the headteacher to account. The EP and LGB Chair will agree the performance management targets for the headteacher.



The LGB must be confident that the trust's performance management systems are working well, and if not, how they can make the trust aware of their concerns. This arrangement will also affect the LGB's role in Ofsted inspections.

### The role of the members

The members of the trust are guardians of the governance of the trust and as such have a different status to trustees. The articles of association describe how members are recruited and replaced, and how many of the trustees the members can appoint to the trust board. The members appoint trustees to ensure that the trust's charitable object is carried out and so must be able to remove trustees if they fail to fulfil this responsibility. Accordingly, the trust board submits an annual report on the performance of the trust to the members. Members are also responsible for approving any amendments made to the trust's articles of association.

Members are not permitted to be employees of the academy trust.

### The role of the trustees

The MAT is a charitable company and so trustees are both charity trustees (within the terms of section 177(1) of the Charities Act 2011) and company directors.

The trustees are responsible for the general control and management of the administration of the trust, and in accordance with the provisions set out in the memorandum and articles of association and its funding agreement, it is legally responsible and accountable for all statutory functions, for the performance of all schools within the trust, and must approve a written scheme of delegation of financial powers that maintains robust internal control arrangements. In addition, it must carry out the three core governance functions.

The board of trustees has the right to review and adapt its governance structure at any time which includes removing delegation.

### The role of trust board committees

The trustees 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 membership and responsibilities of board committees are set out in the committee's terms of reference. It is usual for the trust board to appoint board committee chairs and committee members according to their skills.

The Academies Financial Handbook makes it clear that the board of trustees 'should have a finance committee to which the board delegates financial scrutiny and oversight'. In trusts with income above a certain level, there must also be a separate audit committee.

### The role of the Executive Principal (EP)

The EP has the delegated responsibility for the operation of the trust including the performance of the trust's academies and so the EP performance manages the academy headteacher's. As there is the delegation of some governance functions to academy LGBs, this is usually with the academy LGB chair alongside.

The EP is the accounting officer so has overall responsibility for the operation of the academy trust's financial responsibilities and must ensure that the organisation is run with financial effectiveness and stability; avoiding waste and securing value for money.

The EP leads the executive leadership team (ELT) of the trust. The EP will delegate executive management functions to, and is accountable to the trust board for the performance of, the ELT.

### The role of the academy local governing bodies (LGBs)



The trustees may establish local governing bodies to carry out some of its school level governance functions. The trustees will appoint the chair, and ensure that two parents are elected to the academy LGB.

### The role of the academy headteacher

The academy headteacher is responsible for the day to day management of the academy and is managed by the Executive Principal, but reports to the academy LGB on matters which have been delegated to it which may include an element of monitoring and scrutiny of the school's management processes.

### Termination and amendment

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

The 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 MAT 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 MAT may need to intervene and remove delegations.

The Board would welcome comments on the operation of the Scheme where it is felt that revisions should be made. Where practicable, the Board will give the LGB or Committee an opportunity to comment before determining the Scheme of Delegation.



## Summary of Scheme of Delegation

This outline scheme of delegation will be complemented by the Financial Regulations Manual and by the Academies Financial Handbook. The following descriptions are used in this document to describe the roles of the various groups and individuals.

### Delegation Matrix

The delegation matrix that applies in respect of the Academy 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.

## Summary Table

Section	Task	Member	Board of Trustees	Executive Principal	LGBor Committee	Headteacher or ELT	PAGE
<b>A</b>	<b>Overarching Governance</b>						
A1	Member matters						9
A2	Board matters						9
A3	LGB and other committee matters						12
A4	Trust Leads and Chairs Group						14
A5	Miscellaneous						14
A6	Website reporting						15
<b>B</b>	<b>Strategy and leadership</b>						
B1	Strategic planning and oversight						15
B2	School organisation						16
B3	Risk management						16
<b>C</b>	<b>Staffing</b>						
C1	Staffing structures						17
C2	Trust level appointments						18
C3	Academy level appointments						19
<b>D</b>	<b>Pupil/Student matters</b>						
D1	Education provision						20
D2	Behaviour, attendance and Welfare						22
D3	School meals						23
D4	Admissions						23
<b>E</b>	<b>Accessibility</b>						
<b>F</b>	<b>Finance and procurement</b>						
F1	Accounting and Audit						23
F2	Assets						25
F3	Budget						26
F4	Income						27
F5	Procurement						27
F6	Other						27
<b>G</b>	<b>Health and safety, insurance and premises and extended schools</b>						
<b>H</b>	<b>Communications, information and complaints</b>						
H1	External communications						29
H2	Complaints						29
H3	Information management						30



## Detail

	Decision	Member	Board of Trustees	Executive Principal	LGB or Committee	Headteacher or ELT	Comment
<b>A</b>	<b>Overarching Governance</b>						
<b>A1</b>	<b>Member matters</b>						
<b>1.</b>	Amendment of Articles of Association	A	R	R			<ul style="list-style-type: none"> <li>Consent of Trustees required</li> <li>Must be filed at Companies House along with copy of special resolution and any required forms</li> </ul>
<b>2.</b>	Call Members' Meetings	A					<ul style="list-style-type: none"> <li>As a minimum, Members should hold an AGM once a year.</li> <li>Extraordinary meetings may also be called by Trustees or Members.</li> <li>2 formal meeting per year. Decisions may be made by written resolution between meetings.</li> </ul>
<b>3.</b>	Appoint/remove Members	A					<ul style="list-style-type: none"> <li>See Articles of Association for details</li> </ul>
<b>4.</b>	Complete Member register of interests, and keep under regular review	A	R	R			<ul style="list-style-type: none"> <li>Clerk to liaise with Trust personnel to ensure details are uploaded on Trust website</li> <li>Register of Member Interests should be brought to the attention of decision makers as appropriate</li> </ul>
<b>A2</b>	<b>Board matters</b>						
<b>5.</b>	Appoint/remove Trustees	A	C	I			<ul style="list-style-type: none"> <li>Articles of Association specify that the Members shall appoint Trustees as specified</li> <li>Formal process including interview to be followed to appoint new Trustees.</li> <li>Recommendation/application forms should request information about ability and commitment to preserve and develop the ethos of all schools within the Trust as well as other skills.</li> <li>Code of Conduct should be agreed</li> <li>Clerk to liaise with appropriate Trust personnel to ensure that appropriate DBS, related checks and GIAS notifications are made</li> <li>Details of Trustees and their interests are uploaded on Trust website</li> <li>Returns must be filed at Companies House</li> <li>Chair of Board, Executive Team and others as appropriate to provide induction</li> </ul>
<b>6.</b>	Complete Director/Trustee board skills audit and training plan annually	I	A	R			<ul style="list-style-type: none"> <li>Chair of Board to follow up with Trustees on training requirements</li> <li>Details of skills gaps should be provided to those responsible for appointing Trustees when a vacancy arises</li> </ul>
<b>7.</b>	Appoint/Remove Chair of Trustees	A	C	I	I	I	

	Decision	Member	Board of Trustees	Executive Principal	LGB or Committee	Headteacher or ELT	Comment
8.	Appointment Vice Chair of Trustees	I	A				
9.	Determine and allocate specific roles in safeguarding/ child protection and health & safety (and others as required)	I	A				<ul style="list-style-type: none"> <li>Allocated Trustees should work with the Local Governors given specific responsibilities in their areas (the roles should dovetail)</li> <li>NB All Trustees continue to have responsibility for these areas, despite any allocation of specific roles</li> </ul>
10.	Confirm Accounting Officer	A	R		I	I	<ul style="list-style-type: none"> <li>Should be the Executive Principal or equivalent (the role will be heavily supported by the Chief Finance Officer and the Executive Leadership Team)</li> <li>Has responsibility for regularity, propriety and value for money. Also responsibility for ensuring that proper financial records and accounts are kept.</li> </ul>
11.	Determine Scheme of Delegation	A	R	C	C	C	<ul style="list-style-type: none"> <li>The document will be reviewed every year or more frequently where the Trustees deem this to be desirable.</li> <li>Where practicable, the Board will give the LGB or committees an opportunity to comment before determining the Scheme of Delegation.</li> <li>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.</li> <li>The Scheme will be published on the Trust website</li> <li>Executive Leadership Team advise and support</li> <li>LGB or committees to provide advice on amendments based on experience of operation</li> </ul>
12.	Complete Director register of interests and keep under regular review	A	R	I			<ul style="list-style-type: none"> <li>ELT to liaise to ensure details are uploaded on Trust website.</li> <li>Register of Director Interests should be brought to the attention of decision makers as appropriate</li> <li>Clerk to support with process</li> </ul>
13.	Board of Trustees/Trustees' Annual Schedule of Business		A	C	I	I	<ul style="list-style-type: none"> <li>Should be shared with LGB or committees to inform their work</li> <li>Chair of Board and Governance Officer used to inform agenda setting</li> <li>Chair of Board to lead, with governance advice and support with process</li> <li>Appropriate advice and input from Executive Principal and those responsible for planning LGB or committee Annual Schedule of Business</li> </ul>
14.	Determine policy review process and schedule		A	R	C	C	<ul style="list-style-type: none"> <li>Needs to dovetail with annual schedule of business (see above).</li> <li>Should specify what policies there are to be, the lead member of staff responsible for the policy, the approving person/body, when the review will take place and the review frequency.</li> <li>Review of policies to be conducted in accordance with process and schedule.</li> <li>Determine central and local policies.</li> </ul>

	Decision	Member	Board of Trustees	Executive Principal	LGB or Committee	Headteacher or ELT	Comment
							<ul style="list-style-type: none"> <li>Appropriate advice and input from Executive Leadership Team (and other key employees) and those responsible for LGB or committee policy review</li> </ul>
15.	Annual Review of Governance and Board Effectiveness	A	R	C			<ul style="list-style-type: none"> <li>This should dovetail with the Committees' (including LGB or committees) reviews of their own effectiveness (see below).</li> <li>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.</li> <li>Trustees to consider whether an external review of governance should take place.</li> <li>Chair of Board to lead.</li> <li>Governance Officer and Executive Team advise and support with process</li> </ul>
16.	Annual Report and Financial Statements	A Receive and scrutinise	R	C	I	I	<ul style="list-style-type: none"> <li>The Members should receive and scrutinise the accounts at their AGM.</li> <li>The document should be filed with Companies House and the DfE and uploaded onto the Trust's website.</li> <li>Chief Finance Officer to co-ordinate draft, with input from Executive Principal</li> <li>Auditors to review and sign off</li> <li>Trustees and Accounting Officer must approve relevant sections</li> </ul>
17.	Other company returns	A	R	C			<ul style="list-style-type: none"> <li>To include key Companies House filings and DfE returns</li> </ul>
18.	Executive Leadership Team Reports to Trustees		A	R	C	C	<ul style="list-style-type: none"> <li>The Trustees should agree with the Executive Principal what reports are required, the required frequency and the content of those reports.</li> <li>The Trustees should receive the reports at a Board meeting to enable appropriate questioning and follow up.</li> <li>The Executive Team will be supported by others as appropriate e.g. Chief Finance Officer, ELT</li> </ul>
19.	Supplemental Reports to Members	A	R	R			<ul style="list-style-type: none"> <li>The Members should agree with the Trustees what additional reports are required, the required frequency and the content of those reports.</li> <li>The Members should receive the supplemental reports at their AGM and/or at Extraordinary General Meetings to enable appropriate questioning and follow up</li> <li>The Executive Principal should co-ordinate the reports for input and approval by the Trustees</li> <li>The Executive Team and the Trustees will be supported by others as appropriate e.g. CFO</li> </ul>
20.	Setting up any subsidiary company or linked charity		A	C	C	C	<ul style="list-style-type: none"> <li>Trustees must keep the need for a subsidiary company under review, based on the Trust's trading and related activities.</li> <li>Legal and financial advice required</li> </ul>

	Decision	Member	Board of Trustees	Executive Principal	LGB or Committee	Headteacher or ELT	Comment
<b>A3</b>	<b>LGB and other committee matters</b>						
<b>21.</b>	Determine and keep under review Committee complement	A	R	R	I	I	<ul style="list-style-type: none"> <li>Under the Articles of Association:               <ul style="list-style-type: none"> <li>the constitution, membership and proceedings of any committee must be determined by the Trustees</li> <li>the establishment, terms of reference, constitution and membership of any committee shall be reviewed at least once in every twelve months</li> <li>the membership of any committee of the Trustees may include persons who are not Trustees, provided that a Trustee chairs such committees</li> </ul> </li> <li>Executive Principal to advise and support</li> <li>Headteacher and Clerk to aid formulation of LGB or committee advice</li> </ul>
<b>22.</b>	Determining LGB or committee composition		A	C>	R	<C	<ul style="list-style-type: none"> <li>The composition of the LGB or committee will be agreed with the Board. Any changes to the number or proportion of Governors, or how they will be appointed, will require the consent of the Board.</li> </ul>
<b>23.</b>	Appointments to LGB or committee		A	R	C	R	<ul style="list-style-type: none"> <li>Code of Conduct should be agreed</li> <li>Clerk to liaise with Chair and other appropriate staff to ensure:               <ul style="list-style-type: none"> <li>appropriate DBS and related checks are made</li> <li>GIAS notifications are made</li> <li>Details of Local Governors and their interests are uploaded on Academy website</li> </ul> </li> <li>Clerk, Headteacher and Chair of LGB or committee (and others as appropriate) to lead induction. All new Governors to receive induction pack.</li> <li>Clerk advise and support with process</li> <li>Details of skills gaps should be provided to those responsible for appointing Local Governors when a vacancy arises</li> </ul>
<b>24.</b>	Hold staff and parent elections for LGB or committee		A	C>	R	<C	<ul style="list-style-type: none"> <li>Must be in accordance with any relevant provisions in Articles of Association and Scheme of Delegation</li> <li>LGB or committee Members to flag need for skills as part of process.</li> <li>Clerk and Headteacher advise and support with process</li> </ul>
<b>25.</b>	Appoint Chair of LGB or committee		A		R		
<b>26.</b>	Appoint Vice Chair of LGB or committee		A		R		
<b>27.</b>	Allocate specific local governor roles		A	C>	R	<C	<ul style="list-style-type: none"> <li>Allocated LGB or committee members should work with Trustees allocated with specific</li> </ul>

	Decision	Member	Board of Trustees	Executive Principal	LGB or Committee	Headteacher or ELT	Comment
							<ul style="list-style-type: none"> <li>responsibilities in their areas</li> <li>LGB or committee may choose to allocate additional link roles (e.g. <i>Safeguarding/Child Protection, Health and Safety, Special Educational Needs</i>) and to delegate to sub-committees</li> <li>All LGB or committee members continue to have responsibility for these areas, despite any allocation of specific roles</li> </ul>
28.	Complete LGB or committee register of interests and keep under regular review		A	C	R	I	<ul style="list-style-type: none"> <li>Register of LGB or committee Interests should be brought to the attention of decision makers as appropriate (Headteacher to oversee).</li> </ul>
29.	Determine LGB or committee annual schedule of business		I	<C>	R	<C	<ul style="list-style-type: none"> <li>This needs to dovetail with the Board's schedule of business if used</li> <li>Chair and Clerk to use to inform agenda setting</li> <li>LGB or committee should meet at least once each term</li> <li>Chair to lead with Clerk advice and support with process</li> <li>Appropriate advice and input from Executive Leadership Team and those responsible for planning other Annual Schedules of Business</li> </ul>
30.	Academy level Reporting to Trustees		A	R	C	R	<ul style="list-style-type: none"> <li>LGB or committee minutes available to Trustees</li> <li>The content and frequency of any additional LGB or committee reports shall be specified by the Trustees</li> <li>Additional academy level reporting should be included in Executive Team reports as appropriate (see above).</li> </ul>
32.	Review of LGB or committee effectiveness		A	<R	R	<C	<ul style="list-style-type: none"> <li>This should dovetail with the Board's reviews of their own effectiveness (Trustees may set a template)</li> <li>Conclusions should be fed into the Board's review of governance effectiveness and may impact on future levels of delegation pursuant to the Scheme of Delegation</li> <li>LGB or committee to participate as required in any external review of governance required by the Trustees.</li> <li>Chair of LGB or Committee to lead, Clerk advise and support with process</li> </ul>
33.	LGB or committee skills audit		I	<C>	R	<C	<ul style="list-style-type: none"> <li>LGB or committees may conduct a skills audit</li> <li>Trustees may set a template.</li> <li>Trustees to receive details and this may potentially impact on areas of delegation</li> </ul>

	Decision	Member	Board of Trustees	Executive Principal	LGB or Committee	Headteacher or ELT	Comment
							<ul style="list-style-type: none"> <li>Details of skills gaps should be provided to those responsible for appointing local governors when a vacancy arises.</li> </ul>
34.	Appoint/remove clerk to the LGB or committee		A	<R			
35.	Determine LGB or committee procedures		A	C>	R	<C	<ul style="list-style-type: none"> <li>These must be in compliance with the Articles of Association and must include details relating to appointment of Chair/Vice Chair, quorum and decision making and other procedures etc</li> <li>Governance Officer to provide advice and support</li> <li>Clerk to support LGB or committee in formulating advice</li> </ul>
36.	Determine Trust committee structure (including LGB or committees, Board subcommittees and any other committees as deemed necessary)		A	R	C	C	<ul style="list-style-type: none"> <li>The LGB will have sub-committees for Standards; Finance; HR and Environment. Trustees will agree numbers, frequency of meetings and terms of reference.</li> <li>The LGB will be treated as a committee of the Trust Board for the purpose of delegation.</li> </ul>
A4	<b>Trust Leads and Chairs/Vice Chairs Group</b>						
37.	Establish Chairs' and Vice Chairs Group		R		C		<ul style="list-style-type: none"> <li>Chair of the Board to establish and lead Chairs' Group to enable all LGB or committee Chairs to feed in their thoughts and advice in relation to pertinent matters for their Academy and to ensure dovetailing of LGB or committee business.</li> </ul>
A5	<b>Miscellaneous</b>						
38.	Determine governance policies and procedures for Trustees and Local Governors		A	R	R	R	<ul style="list-style-type: none"> <li>E.g. appointment, Induction, expenses, Interests (conflicts, payments, contacts etc), Code of Conduct</li> <li>Policies must be in accordance with Articles of Association</li> </ul>
A6	<b>Website reporting</b>						
39.	Governance details on trust website	I	I	A	I	R	<ul style="list-style-type: none"> <li>Trust to approve framework</li> <li>Clerk responsible for ensuring Trust level information up to date</li> <li>LGB or committee Clerk responsible for ensuring Academy level information up to date.</li> </ul>
B.	<b>Strategy and Leadership</b>						
B1	<b>Strategic planning and oversight</b>						
1.	Set Trust vision, culture and ethos statement		A	R	C	C	<ul style="list-style-type: none"> <li>Executive Team responsible for implementation</li> <li>Governance Handbook 2.1.2</li> </ul>

	Decision	Member	Board of Trustees	Executive Principal	LGB or Committee	Headteacher or ELT	Comment
							<ul style="list-style-type: none"> <li>Governance Handbook 2.1.4</li> </ul>
2.	Set strategic objectives and KPIs of Trust and determine Trust Development Plan and review process		A	R	C	C	<ul style="list-style-type: none"> <li>Executive Team responsible for ensuring objectives are met and for progress against Development Plan</li> <li>Development Plan must be in line with strategic objectives</li> <li>Governance Handbook 2.1.3</li> </ul>
3.	Complete Trust Self Evaluation Form (or equivalent)		A	R	C	C	<ul style="list-style-type: none"> <li>SEF to reflect progress against Development Plan</li> <li>EP to prepare based on Academy SEF</li> </ul>
4.	Set Academy vision and ethos statement		I	C	A	R	<ul style="list-style-type: none"> <li>Must fit with Trust vision and ethos (Executive Team and Heads' Group to ensure)</li> <li>Headteacher responsible for implementation</li> <li>Headteacher leading role in formulating for LGB or committee scrutiny</li> </ul>
5.	Set Academy's strategic objectives and KPIs and determine School Development Plan and review process		I	C	A	R	<ul style="list-style-type: none"> <li>Must fit with Trust strategic objectives, KPIs and Plan (Executive Principal to ensure) and reflect Ofsted outcomes</li> <li>Development plan must be in line with strategic objectives</li> <li>Board of Trustees may provide templates.</li> <li>Headteacher leading role in formulating (in conjunction with the EP) for LGB or committee scrutiny</li> </ul>
6.	Complete Academy Self Evaluation Form (or equivalent)		I	C	A	R	<ul style="list-style-type: none"> <li>SEF to reflect progress against Development Plan Trust Board may provide templates</li> <li>Executive Principal to scrutinise and report on outcomes to the Board.</li> </ul>
7.	Involvement in Ofsted inspections		R	R	R	A	<ul style="list-style-type: none"> <li>Trustees and LGB or committee members will be involved as appropriate in Ofsted inspections.</li> <li>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.</li> </ul>
<b>B2</b>	<b>School Organisation</b>						
8.	Determine protocol for considering taking on new academies/free schools (including due diligence arrangements)		A	R		C	<ul style="list-style-type: none"> <li>Executive Team to manage process in accordance with agreed protocol</li> <li>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 etc advice. Full due diligence carried out for potential new schools</li> </ul>
9.	Decide to take on a new academy/open a free school	I	A	R	C	C	<ul style="list-style-type: none"> <li>Trustees must look carefully at all aspects of a potential academy prior to recommending an academy is taken on/free school established, given the impact that the decision may have on the academies already in the Trust</li> </ul>

	Decision	Member	Board of Trustees	Executive Principal	LGB or Committee	Headteacher or ELT	Comment
10.	Approve legal documentation associated with academy conversions	I	A	R			<ul style="list-style-type: none"> <li>Trustees must understand the documentary framework and what is being agreed to by entering into it.</li> <li>Trustees will obtain appropriate Legal, HR, Finance, buildings etc advice</li> </ul>
11.	Structural collaboration and partnership agreements		A	C	C (ACADEMY LEVEL)	C (ACADEMY LEVEL)	<ul style="list-style-type: none"> <li>Trust level collaboration/partnership agreements to be entered into by Trustees with advice from Executive Team.</li> <li>Academy level collaboration/partnership agreements to be entered into by Trustees following a recommendation from LGB or committee</li> </ul>
12.	Academy closure or re-brokerage (termination of Funding Agreement)	I	A	R			<ul style="list-style-type: none"> <li>DfE consent required</li> <li>DfE may enforce closure or re-brokerage in appropriate circumstances.</li> <li>Trustees will obtain appropriate</li> <li>Legal etc advice</li> </ul>
13.	Academy amalgamation/ merger	I	A	R	C	C	<ul style="list-style-type: none"> <li>DfE consent required</li> </ul>
14.	Agreeing other significant changes to an academy (e.g. potentially contentious proposals, changes to premises, change of age range)		A	R	C	C	<ul style="list-style-type: none"> <li>DfE consent may be required</li> </ul>
15.	Determining school session and term dates		A	R	C	R	
<b>B3</b>	<b>Risk Management</b>						
16.	Determine overall risk management policy and processes		A	R	R (FAC)		<ul style="list-style-type: none"> <li>To include template risk register and frequency of review</li> <li>Executive Team to lead, advise and coordinate input from Chief Finance Officer and other trust level staff</li> </ul>
17.	Review and complete Trust risk register		A	R		R	<ul style="list-style-type: none"> <li>To reflect major school specific risks as appropriate</li> <li>Executive Team to lead, advise and coordinate input from Chief Finance Officer and trust level staff</li> </ul>
18.	Review and complete academy level risk register		A	C	R	C	<ul style="list-style-type: none"> <li>Using agreed risk register</li> <li>Headteacher to lead, advise and coordinate input from senior Academy staff</li> </ul>
<b>C.</b>	<b>Staffing</b>						
<b>C1</b>	<b>Staffing structures</b>						
1.	Determining staffing structure of MAT Central Team (types, grades and		A	R		C	<ul style="list-style-type: none"> <li>This relates to determining the Trust level staff structure. Please see below in relation to appointment to those positions.</li> </ul>



	Decision	Member	Board of Trustees	Executive Principal	LGB or Committee	Headteacher or ELT	Comment
	numbers of posts including organisational restructuring)						<ul style="list-style-type: none"> <li>• Within budget and with due regard for HR and Finance policies and procedures.</li> <li>• HR to ensure all recruitment is in accordance with key regulations and a fair process</li> <li>• EP- Agree and approve staffing appointments from pre recruitment to appointment</li> <li>• ELT prepare costed staffing structure to be approved LGB &amp; FAC</li> <li>• FAC: Critically appraise staffing structure of academies, GMAT Support Services and Community/SID</li> <li>• LGB/HT:</li> <li>• Approve staffing structure for their Academies per curriculum requirements. Approve changes subject to budget availability</li> </ul>
2.	Determining staffing complement – Academy level (including organisational restructuring)			A	R	R	<ul style="list-style-type: none"> <li>• This relates to determining the Academy level staff structure. Please see below in relation to appointment to those positions.</li> <li>• Executive Team to lead and input</li> <li>• HR and Finance advice</li> </ul>
3.	Setting terms and conditions of employment, Trust wide HR policies and procedures and staff handbook		A	R	C	C	<ul style="list-style-type: none"> <li>• Need to ensure local differences and TUPE considerations taken into account</li> <li>• Policies to include e.g. recruitment, probation and induction, pay, appraisal, conduct and disciplinary, grievance, capability, absence management, professional development, equality, expenses</li> <li>• Executive Team to report to Trustees on any material concerns about operation of policies and procedures</li> </ul>
4.	Carry out and maintain central record of recruitment and vetting checks on staff		A (TRUST )	R- – Trust level staff	A- ACAD EMY LEVEL	R – Acade my staff	<ul style="list-style-type: none"> <li>• Executive Team responsible for Trust wide staff, Headteacher responsible for Academy staff (HR to advise and manage)</li> </ul>
5.	Maintain register of staff interests		A	R- Trust wide staff	A- ACADEM Y WIDE	R- ACAD EMY	<ul style="list-style-type: none"> <li>• Interests should be brought to the attention of decision makers as appropriate.</li> <li>• HR to advise and manage</li> </ul>
C2	<b>Trust level appointments</b>						
6.	Appointment, suspension and dismissal of Executive Team		A				<ul style="list-style-type: none"> <li>• Must be in accordance with Trust approved HR policies. Two committees required one to decide and one to hear any appeal</li> </ul>

	Decision	Member	Board of Trustees	Executive Principal	LGB or Committee	Headteacher or ELT	Comment
7.	Performance Management and pay review of Executive Team		A				<ul style="list-style-type: none"> <li>Must be in accordance with Trust approved HR policies</li> <li>Two committees required one to decide and one to hear any appeal</li> </ul>
8.	Executive Headteacher appointment		A				<ul style="list-style-type: none"> <li>Must be in accordance with Trust approved HR policies</li> </ul>
9.	Appointment of MAT Central Team Staff		A	R			
10.	Performance management and pay review of MAT central staff		A	R		C	<ul style="list-style-type: none"> <li>Executive Principal may delegate to appropriate line managers</li> <li>Must be in accordance with Trust approved HR policies</li> </ul>
11.	Suspension of MAT Central staff		A	R			<ul style="list-style-type: none"> <li>EP may delegate to appropriate line managers</li> <li>Must be in accordance with Trust approved HR policies</li> </ul>
12.	Dismissal of MAT Central staff		A	R			<ul style="list-style-type: none"> <li>Executive Principal may delegate to appropriate line managers</li> <li>Must be in accordance with Trust approved HR policies</li> <li>Separate committees for decision and appeal</li> <li>Board to determine any termination/settlement agreement payments MAT Central Staff</li> </ul>
13.	Approve applications for early retirement			A			<ul style="list-style-type: none"> <li>Must be in accordance with Trust approved HR policies</li> </ul>
14.	Approve applications for secondment			A			<ul style="list-style-type: none"> <li>Must be in accordance with Trust approved HR policies</li> </ul>
<b>C3</b>	<b>Academy level appointments</b>						
15.	Appointment of Headteacher		A	R	R		<ul style="list-style-type: none"> <li>Must be in accordance with Trust approved HR policies Executive Team and LGB or committee panel to interview and recommend. Trustees may send one of their number to sit on panel if required.</li> <li>Line managed by Executive Principal</li> </ul>
16.	Determination of headship arrangements in an emergency/interim situation		A	R	R		<ul style="list-style-type: none"> <li>LGB or committee to participate as appropriate depending upon urgency</li> </ul>
17.	Performance management and pay review of Headteacher			A	C		<ul style="list-style-type: none"> <li>Must be in accordance with Trust approved HR policies</li> <li>EP to lead with support from chair of LGB</li> </ul>

	Decision	Member	Board of Trustees	Executive Principal	LGB or Committee	Headteacher or ELT	Comment
18.	Determining staffing structure at academy level (types, grades and numbers of posts including organisational restructuring)		I	A	C	R	<ul style="list-style-type: none"> <li>• Within budget and with due regard for HR and Finance policies and procedures</li> <li>•</li> </ul>
19.	Ensure safer recruitment practices are followed in academy appointments			A	R	R	<ul style="list-style-type: none"> <li>• ELT/ Safeguarding Lead/ HR to oversee</li> </ul>
20.	Appointment of other Senior Leadership Team positions			A	R	R	<ul style="list-style-type: none"> <li>• Must be in accordance with Trust approved HR policies LGB or committee panel</li> <li>• EP to agree</li> <li>• Line managed by Headteacher</li> </ul>
21.	Appointment of other Academy staff positions			A	C	R	<ul style="list-style-type: none"> <li>• Must be in accordance with Trust approved HR policies Appointment decisions may be delegated to the Headteacher (or further delegated where reflected in agreed policy)</li> <li>• Line managed by Headteacher or other SLT member</li> </ul>
22.	Performance management and pay review of Academy level appointments (other than Headteacher)			A	R	R	<ul style="list-style-type: none"> <li>• Integrated HR and payroll system ensures all amendments and changes are done electronically</li> <li>• Pay Policy to be approved</li> </ul>
23.	Certifying changes in contracts			A	C	R	<ul style="list-style-type: none"> <li>• Integrated HR and payroll system ensures all amendments and changes are done electronically</li> <li>• Headteacher/ EP to agree in consultation with LGB where appropriate</li> <li>• Pay Policy to be approved</li> <li>• LGB/ Headteacher: Ensures in year contractual/salary changes are within approved budget</li> </ul>
24.	Suspension of academy staff (other than Headteacher)			R	C	R	<ul style="list-style-type: none"> <li>• HR Manager oversees application of Trust disciplinary policy</li> </ul>
25.	Dismissal of academy staff other than Headteacher		C	A	C	R	<ul style="list-style-type: none"> <li>• Two committees required one to decide and one to hear any appeal</li> <li>• LGB/EP or committee to determine any termination/ settlement agreement payments</li> <li>• Trust Board: Receive/process appeals per GMAT disciplinary policy</li> </ul>
D.	Pupil/Student matters						
D1	Education provision						

	Decision	Member	Board of Trustees	Executive Principal	LGB or Committee	Headteacher or ELT	Comment
1.	Standards of teaching		I	A	R	R	<ul style="list-style-type: none"> <li>Headteacher responsible for observing and evaluating performance at Academy level and securing improvement, under oversight of Executive Principal</li> <li>Trustees &amp; Members to receive agreed level of reporting</li> <li>Analysis of standards information to be provided by Headteacher to LGB or committee, Executive Principal</li> </ul>
2.	Pupil progress and attainment		I	A	R	R	<ul style="list-style-type: none"> <li>Headteacher responsible for progress and attainment and securing improvement at Academy level, under oversight of Executive Principal</li> <li>Trustees &amp; Members to receive agreed level of reporting (see section A above)</li> <li>Analysis of progress and attainment to be provided by Headteacher to LGB or committee, Executive Principal</li> </ul>
3.	Setting curriculum policy		I	C	A	R	<ul style="list-style-type: none"> <li>Curriculum must be balanced and broadly based and comply with the terms of any curriculum policy/requirements determined by the Board</li> </ul>
4.	Curriculum provision		I	C	A	R	<ul style="list-style-type: none"> <li>Headteacher to implement in line with policy, overseen by Executive Principal</li> </ul>
5.	Setting RE policy and provision		I	C	A	R	<ul style="list-style-type: none"> <li>Must comply with the terms of any curriculum policy/requirements determined by the Board.</li> <li>Must ensure academy is meeting the relevant statutory requirements</li> <li>Headteacher to implement agreed policy</li> </ul>
7.	Examinations		I	C	A	R	<ul style="list-style-type: none"> <li>Headteacher to ensure appropriate arrangements put in place for examinations</li> </ul>
8.	Determining Collective Worship policy and provision		I	C	A	R	<ul style="list-style-type: none"> <li>Academies to follow statutory requirements</li> <li>Headteacher to implement agreed policy</li> </ul>
10.	Determining SMSC provision and policy		I	C	A	R	<ul style="list-style-type: none"> <li>Academies to follow statutory requirements</li> <li>Headteacher to implement agreed policy</li> </ul>
13.	Sex education provision and policy		I	C	A	R	<ul style="list-style-type: none"> <li>Headteacher to implement agreed policy</li> </ul>
14.	Determining off site visits		I	C	A	R	<ul style="list-style-type: none"> <li>Headteacher to implement agreed policy at Academy level, overseen by LGB or committee</li> <li>Should comply fully with policies and MAT Health and Safety Policy</li> <li>Annual H&amp;S checks will quality assure that schools are following Evolve procedures</li> <li>Academy Headteachers report all residential visits to LGB or committee for approval</li> </ul>
15.	Careers advice provision		I	C	A	R	

	Decision	Member	Board of Trustees	Executive Principal	LGB or Committee	Headteacher or ELT	Comment
16.	Community and after school provision (extended schools)		I	C	A	R	
17.	Pupil Premium		Approve as part of Trust Strategy	C	A	R	<ul style="list-style-type: none"> <li>Headteacher prepare, review &amp; publish PP strategy (incl costing) as required</li> <li>Regularly reviewed by LGB</li> </ul>
18.	Early years foundation stage (EYFS)		I	C	A	R	<ul style="list-style-type: none"> <li>Headteacher responsible for monitoring the school's evaluation of the quality of EYFS provision.</li> <li>Receive annual reports on compliance, standards and proposed actions to address issues</li> </ul>
<b>D2</b>	<b>Behaviour, attendance and welfare</b>						
19.	Determining behaviour and discipline policy (including exclusions)		I	C	A	R	<ul style="list-style-type: none"> <li>Headteacher to implement, overseen by Executive Principal to report to Trustees on any material concerns about operation of policy</li> </ul>
20.	Home school agreements (if required)		I	C	A	R	<ul style="list-style-type: none"> <li>Headteacher responsible for co-ordinating and managing</li> </ul>
21.	Exclusions – decision to exclude		I	C	A	R	<ul style="list-style-type: none"> <li>May be for one or more fixed periods (up to a maximum of 45 school days in a single academic year), or permanently.</li> <li>The Headteacher may withdraw an exclusion that has not been reviewed by the LGB or committee.</li> </ul>
22.	Notifications of exclusions		I	C	A	R	<ul style="list-style-type: none"> <li>Headteacher to notify LGB or committee and others in accordance with Exclusions Code</li> <li>Depending on exclusion, this will be either without delay or once a term.</li> </ul>
23.	Exclusions – to review overall pattern and use of exclusions		I	C	A	R	<ul style="list-style-type: none"> <li>Trustees to receive agreed level of reporting (see Section A above)</li> </ul>
24.	Exclusions – arrange alternative provision		I	C	A	R	<ul style="list-style-type: none"> <li>Arrange alternative provision in accordance with Exclusions Code</li> </ul>
25.	Exclusions – to review exclusion decisions and consider reinstatement in applicable cases		I	C	A	R	<ul style="list-style-type: none"> <li>Can be delegated to sub-committee of at least 3 LGB/ Trust Board members</li> <li>Can be delegated to Chair of LGB or committee where permitted by Exclusions Code</li> </ul>
26.	Exclusions - To establish independent appeals panel		I	C	A	R	<ul style="list-style-type: none"> <li>Must be in line with exclusions statutory guidance</li> </ul>
27.	Pupil attendance		I	C	A	R	<ul style="list-style-type: none"> <li>Trustees to receive agreed level of reporting (see Section A above)</li> </ul>
28.	MAT Safeguarding and child protection policy		I	C	A	R	<ul style="list-style-type: none"> <li>Headteacher to implement at academy level, overseen by Executive Team</li> <li>Executive Team to report to Trustees on any material concerns about operation of policy</li> <li>Academy policy to comply with MAT policy if applicable</li> </ul>

	Decision	Member	Board of Trustees	Executive Principal	LGB or Committee	Headteacher or ELT	Comment
<b>D3</b>	<b>School meals</b>						
29.	Provision of school meals		I	C	A	R	<ul style="list-style-type: none"> <li>Must include provision of free school meals to those eligible</li> <li>Must be in accordance with nutritional standards</li> </ul>
<b>D4</b>	<b>Admissions</b>						
30.	Determining admissions policy		I	C	A	R	<ul style="list-style-type: none"> <li>See Admissions Policy for individual academy</li> </ul>
31.	Admissions application decisions		I	C	A	R	<ul style="list-style-type: none"> <li>Headteacher responsible for coordinating and managing process</li> <li>Must be in accordance with published admission arrangements/ LA</li> </ul>
32.	Arrangement of appeals panel			C	A	R	<ul style="list-style-type: none"> <li>Clerk to advise</li> </ul>
<b>E.</b>	<b>Accessibility</b>						
1.	Accessibility plan		I	C	A	R	<ul style="list-style-type: none"> <li>Plan for increasing accessibility to disabled pupils (curriculum, physical environment, information)</li> </ul>
2.	Equality information and objectives statement and equality objectives		I	C	A	R	<ul style="list-style-type: none"> <li>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.</li> <li>Equalities team to advise ELT</li> </ul>
3.	Determine SEND and inclusion policies		I	C	A	R	<ul style="list-style-type: none"> <li>To include social disadvantage, equality, disability discrimination, looked after children, pupil premiums</li> <li>There should be a member of the LGB or committee with specific oversight of the school's arrangements for SEN and disability</li> <li>Headteacher to implement at Academy level (overseen by Executive Principal)</li> </ul>
4.	Reviewing and challenging effectiveness of SEND and inclusion policies and decisions		A (Trust wide)	R	A (Academy level)	R	
5.	SEN information report		I	C	A	R	<ul style="list-style-type: none"> <li>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</li> <li>Contains details about the implementation of the SEN policy</li> </ul>
<b>F.</b>	<b>Finance</b>						

	Decision	Member	Board of Trustees	Executive Principal	LGB or Committee	Headteacher or ELT	Comment
<b>F1</b>	<b>Accounting and Audit</b>						
1.	Appoint/remove auditors	A	R		<FACC		<ul style="list-style-type: none"> <li>Key role for FAC Committee</li> <li>AfH2018 Parts 2.9 &amp; 4</li> <li>Chief Finance Officer to advise and manage process</li> </ul>
2.	Adhering to accounting policies and guidelines issued by the ESFA	A	R	R	<FAC R	R (CFO)	<ul style="list-style-type: none"> <li>Key role for FAC Committee</li> <li>Finance team monitor adherence to regulations/ Finance SOD</li> <li>Annual review &amp; update in line with ESFA guidance</li> <li>Chief Finance Officer to advise and manage process</li> </ul>
3.	Respond to auditors' report/advice		A	R	R (FAC)	I	<ul style="list-style-type: none"> <li>Key role for FAC Committee and Board of Trustees</li> <li>Chief Finance Officer to support, with assistance from Academy Finance Manager at Academy level</li> </ul>
4.	Annual Report and Accounts	I	A	R	R (FAC)	R (CFO)	<ul style="list-style-type: none"> <li>Key role for FAC</li> <li>The Members should receive and scrutinise the accounts at their AGM</li> <li>The document should be filed with Companies House and the DfE and uploaded onto the Trust's website</li> <li>Auditors to review and sign off</li> <li>Trustees and Accounting Officer must approve relevant sections</li> </ul>
5.	Establish financial policies, procedures, regulations and internal financial controls	I	A	C	R (FAC)	R (CFO)	<ul style="list-style-type: none"> <li>Including financial delegations, investment policy, procurement policy, borrowing, charging and remissions policy, reserves policy etc and reflect who can sign off on financial reporting etc.</li> <li>Key role for FAC Headteacher to implement at Academy level, overseen by Executive Team</li> <li>CFO to report to Trustees on any material concerns about operation of policy</li> </ul>
6.	Agree a funding model for Trust (including academies)	I	A	C	R (FAC)	R (CFO) C(HEADTEACHER)	<ul style="list-style-type: none"> <li>Key role for FAC</li> </ul>
7.	Set Trust budget	I	A	R	R (FAC)	R (CFO)	<ul style="list-style-type: none"> <li>Key role for FAC</li> </ul>
8.	Monitor trust wide expenditure	I	A	R	R (FAC)	R (CFO)	<ul style="list-style-type: none"> <li>Key role for FAC</li> </ul>

	Decision	Member	Board of Trustees	Executive Principal	LGB or Committee	Headteacher or ELT	Comment
9.	Set academy budget	I	A	C	R (FAC)	R (CFO) C(HEA) DTEAC HER)	<ul style="list-style-type: none"> <li>• Must be in line with overall Trust budget</li> <li>• Key role for Trust Finance and Resources Committee</li> <li>• Chief Finance Officer to support and advise</li> <li>• LGB to make Recommendations with support and advice from Local Finance Manager</li> </ul>
10.	Monitor academy expenditure	I	I	C	I (FAC)	A (CFO) C(HEA) DTEAC HER)	<ul style="list-style-type: none"> <li>• Expenditure must be in line with agreed budget</li> <li>• Regular reporting to take place to Chief Finance Officer to inform Trust wide monitoring</li> <li>• Monthly management accounts to be prepared and distributed to FAC, C of TB, EP</li> </ul>
11	Receiving audit reports and implementing any recommendations.		A	I	A (FAC)	R (CFO)	<ul style="list-style-type: none"> <li>• FAC- Auditors (internal and external) present findings to the FAC. Review audit tracker termly</li> <li>• Review and action recommendations by CFO</li> <li>• FAC to review final report and recommend to Trust board</li> </ul>
14.	Trust Bank Accounts (FD Online and telephone banking)		A	R	R (FAC)	R (CFO)	<ul style="list-style-type: none"> <li>• All bank accounts must be in the name of the Trust and operated in accordance with the Financial regulations</li> <li>• FAC to have oversight of bank mandate</li> <li>• CFO ensures that mandate is up to date &amp; reviewed regularly as required</li> <li>• GMAT operates a central bank account. Authorised signatories are 2x Governors, AO, CFO, Finance Manager</li> <li>• Chief Finance Officer to support and advise</li> </ul>
15	Reconciling bank statements on at least a monthly basis.	I	I	C	I	A (CFO)	<ul style="list-style-type: none"> <li>• Finance Manager/ CFO review</li> </ul>
<b>F2</b>	<b>Assets</b>						
16	Ensuring security and maintaining inventory of all GMAT assets (lands and buildings stock and cash).		A	R	R (FAC)		<ul style="list-style-type: none"> <li>• CFO prepare and update GMAT asset register/ database and AMP</li> <li>• FAC review AMP and register</li> <li>• Trustees Approve MAT medium to long term Asset Management Plan</li> </ul>
17	Checking annually the inventory to verify the location and condition of each asset with Trust policy.		A	C	R (FAC)	R (CFO)	<ul style="list-style-type: none"> <li>• R (CFO)</li> </ul>



	Decision	Member	Board of Trustees	Executive Principal	LGB or Committee	Headteacher or ELT	Comment
18	Authorising the disposal of unusable or obsolete equipment included in the inventory.		A	C	R (FAC)	R (CFO)	<ul style="list-style-type: none"> <li>Must obtain ESFA approval in writing if proposed to dispose of an asset for which capital grant of more than £20,000 was paid</li> <li>Headteacher/ CFO Sign off any disposals up to £10k</li> <li>EP Signs off any disposals between £10k and £20k</li> <li>FAC Review and approve disposals over £20k</li> </ul>
19	Acquisition and disposal of freehold land & buildings, heritage asset and Write-offs and liabilities (subject to £250,000 ceiling)		A	C	R (FAC)	R (CFO)	<ul style="list-style-type: none"> <li>CFO to present any possible w/offers to the FAC</li> <li>Trustees Receive and approve in accordance to the academies finance handbook</li> <li>FAC Review and recommend to TB 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</li> <li>CFO review write off policy and process and authorize and under ESFA threshold. Ensure compliance to regulations</li> </ul>
<b>F3</b>	<b>Budget</b>						
20	Overseeing the planning and preparation of the annual budget, ensuring it links to GMAT strategy and Asset management plans.		A	C	I	R (CFO)	<ul style="list-style-type: none"> <li>CFO will issue a budget timescale in accordance with GMAT reporting deadlines.</li> <li>CFO &amp; Finance staff will prepare budgets with the help of the Academy Principals &amp; LGB, AO/CFO review, challenge, take to FAC &amp; Board</li> </ul>
21	Approving the final budget.		A	C	R	R (CFO)	<ul style="list-style-type: none"> <li>GMAT Board will approve consolidated Trust budget</li> <li>FAC to QA, review &amp; recommend Trust Budget to Trust Board.</li> <li>LGBs approve &amp; recommend individual academy budgets to FAC as well as respond to issues raised by FAC</li> </ul>
22	Monitoring income and expenditure			A	R	R (CFO)	<ul style="list-style-type: none"> <li>Reporting on a monthly basis and discussed with FAC/LGB and SLT on regular basis</li> </ul>
23	Approving transfer between budgets headings (virements) within agreed limits.		Over £50k	A	C	R	<ul style="list-style-type: none"> <li>All virements in aggregate exceeding £10,000 in any one term between departments must be reported to FAC</li> <li>Headteacher in conjunction with LGB has authority for virements up to £10,000</li> </ul>
<b>F4</b>	<b>Income (including lettings)</b>						
24	Approving a lettings policy and fees		I	A	I	R (CFO)	<ul style="list-style-type: none"> <li>Assistant Principal- Partnerships CFO</li> <li>Annual review of lettings policy and business plan as part of budget cycle</li> </ul>

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25	Rendering accounts promptly. Receipting and banking promptly.			A	I	R (CFO)	<ul style="list-style-type: none"> <li>Finance report to CFO</li> </ul>
<b>F5</b>	<b>Procurement</b>						
26	Ensuring that all contracts and agreements conform with finance policies and procedures		A	R	R (FAC)	R	<ul style="list-style-type: none"> <li>Finance team to review all orders prior to any commitment being given and approve</li> <li>Financial Levels of approval</li> <li>All Capex requires prior approval as part of Trust AMP and budgetary process</li> <li>Headteacher in conjunction with LGB to authorise all orders between £2.5 and up to £10k</li> <li>FAC to approve orders over £25k (tenders required)</li> <li>AO to authorise over £10k and up to £25k</li> <li><i>LGB: Review and approve Academy specific agreements in accordance with GMAT financial and procurement policies</i></li> </ul>
27	Receipting and custody of all tenders		A	R	R	R	<ul style="list-style-type: none"> <li>CFO</li> <li>FAC to determine procurement policy and Purchases over £25k</li> </ul>
28	Invoice receipt and supplier payments			I	I	A (CFO)	<ul style="list-style-type: none"> <li>Finance team match goods received notes to orders</li> <li>Approval per financial levels of approval</li> </ul>
<b>F6</b>	<b>Other</b>						
29	Taxation -Complying with VAT/ Corporation tax regulations			C	I	A (CFO)	<ul style="list-style-type: none"> <li>CFO to regularly review trading income and implications on VAT &amp; Corporation tax</li> <li>Quarterly VAT returns for MAT, monthly if appropriate to help with cash flow)</li> </ul>
30	Investment -Setting aside funds in cash reserves		A	C	R (FAC)	R (CFO)	<ul style="list-style-type: none"> <li>CFO to ensure Trust investments are in compliance with Funding documents</li> <li>Compliance with Funding agreements and Trust risk and investment policy</li> <li>FAC review &amp; make recommendation to Trust Board annually</li> </ul>
31	Trustee Expenses - Establishing procedures for trustees to claim expenses		A		C (FAC)		<ul style="list-style-type: none"> <li>CFO/ FAC</li> </ul>
<b>G.</b>	<b>Health and safety, insurance and premises and extended schools</b>						
1.	Approval of Health and safety policy and arrangements		A	R	I	R	<ul style="list-style-type: none"> <li>ELT responsible for ensuring appropriate health and safety procedures are in place in line with approved policy and are operating effectively</li> <li>Headteachers to implement policy at Academy level and oversee operation of procedures (overseen by ELT)</li> <li>Outsourced H&amp;S advice, guidance and support</li> </ul>

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2.	Obtaining insurance for land and trust & academy operations		I	C	I	A (CFO)	<ul style="list-style-type: none"> <li>GMAT is covered under ESFA RPA</li> <li>To include buildings and contents, business continuity, employers' and public liability insurance, motor vehicle cover etc as required</li> <li>Executive Team to ensure details of insurance policy requirements appropriately disseminated</li> </ul>
3.	Agree site strategy and development master plan			A		R (CFO)	
4.	Maintenance of premises			A	I	R	<ul style="list-style-type: none"> <li>Estate must be maintained in line with statutory requirements</li> <li>LGB/ Trust receive health, safety and site maintenance report annually with emerging issues highlighted for action as appropriate.</li> </ul>
5.	Maintain academy Premises management documents (e.g. asbestos, fire safety, statutory testing)		A	R	R	R	<ul style="list-style-type: none"> <li>ELT to ensure appropriate documents in place</li> <li>ELT to report any material concerns to Trust Board and LGB or committee</li> </ul>
6.	Approving Capital projects/building works		C	A	C	R	<ul style="list-style-type: none"> <li>Chief Finance Officer to advise and support</li> <li>LA lease should be checked prior to any works on LA land and any necessary consents obtained</li> <li>All necessary DfE approvals should be obtained</li> </ul>
7.	Managing Academy capital projects/building works/maintenance		C	A	C	R	<ul style="list-style-type: none"> <li>All necessary DfE processes should be followed</li> <li>Academy capital expenditure to be overseen by LGB or committee</li> <li>Facilities Manager/Chief Finance Officer/Local Finance manager to advise and support</li> </ul>
8.	Site security		C	A	C	R	<ul style="list-style-type: none"> <li>ELT to oversee overarching arrangements across Trust</li> </ul>
9.	Determining permissible external and community use policy (letting/licencing/ shared use arrangements)		I	A	I	R (CFO)	<ul style="list-style-type: none"> <li>Assistant Principal- Partnerships CFO</li> <li>Annual review of lettings policy and business plan as part of budget cycle</li> <li>Policy should be determine how income is allocated</li> </ul>
11.	Managing external and community use			A	I	R	<ul style="list-style-type: none"> <li>Must be in accordance with agreed policy</li> </ul>
<b>H.</b>	<b>Communications, information and complaints</b>						
<b>H1</b>	<b>External communications</b>						
1.	Trust prospectus		A	R	C	C	<ul style="list-style-type: none"> <li>To ensure appropriate vision and values</li> </ul>
2.	School prospectus			A	C	R	<ul style="list-style-type: none"> <li>ELT to ensure prospectus in line with Trust requirements (templates may be provided)</li> </ul>
3.	Trust website		I	A	I	R	<ul style="list-style-type: none"> <li>ELT to ensure legally compliant and that it dovetails appropriately with Academy websites</li> </ul>

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4.	Academy website			A	C	R	<ul style="list-style-type: none"> <li>Headteacher to ensure legally compliant, supported by ELT</li> </ul>
5.	Freedom of Information policy and publication scheme			A		R (DPO)	<ul style="list-style-type: none"> <li>Ensure compliant with guidance</li> </ul>
6.	Approving press statements		Approve (MAT)	Approve (MAT)		Approve (ACADEMY)	<ul style="list-style-type: none"> <li>All press statements to be overseen by ELT and referred to Board of Trustees where appropriate</li> <li>Press statements referring to MAT as a whole or are of a controversial nature should be referred to the Board for their approval (or the Chair where a statement is time critical)</li> </ul>
<b>H2</b>	<b>Complaints</b>						
7.	Determining complaints policy and procedure statement		A	R			<ul style="list-style-type: none"> <li>Policy to provide for local management of complaints, with escalation to Trust Board where necessary.</li> <li>Policy to include appropriate reporting at EP and LGB or committee level.</li> </ul>
8.	Implementation of complaints policy and procedures			A	R	R	<ul style="list-style-type: none"> <li>EP to implement in relation to trust wide complaints, Headteacher to implement in relation to Academy complaints, overseen by Executive Team</li> <li>EP to report to Trustees on any material concerns about operation of policy</li> </ul>
<b>H3</b>	<b>Information management</b>						
9.	Data protection and document management policy		A	R	R	R (DPO)	<ul style="list-style-type: none"> <li>Policy to include appropriate reporting at Trustee and LGB or committee level.</li> </ul>
10	Controlling systems, security and privacy of data – GDPR Compliance		A	R	R	R (DPO)	<ul style="list-style-type: none"> <li>CFO, DPO &amp; IT Manager</li> <li>FAC: Annual review of GDPR Compliance and report to Trust Board</li> <li>LGB: Adopt</li> <li>AO nominates Trust DPO</li> <li>trustees approve DP/GDPR policy</li> <li>Review &amp; approve GDPR compliance</li> </ul>
11.	Implementation of data protection policy and procedures		A	R	R	R (DPO)	<ul style="list-style-type: none"> <li>Headteacher to notify LGB or committee and EP of any material concerns/breaches</li> <li>Data protection officer to report any material concerns/breaches to Trust Board</li> <li>Headteacher to direct any FOIs</li> </ul>
12	Retaining personal data and financial information in a secure way		A	R	R	R (DPO)	<ul style="list-style-type: none"> <li>DPO: Ensure that personal data and financial information is management &amp; storage is compliant</li> </ul>
13	Pupil records (including attendance register)			I	I	A	
14	ICT strategy		A	R	R	R	<ul style="list-style-type: none"> <li>ICT strategy should align with long term Trust Business plan/ strategy and part of Trust Asset Management Plan</li> </ul>



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							<ul style="list-style-type: none"> <li>Headteacher Review and link medium to long term ICT T&amp;L</li> </ul>
<b>NB. SOME OF THE DUTIES OF THE CFO WILL BE UNDERTAKEN BY THE ASSISTANT PRINCIPAL (PARTNERSHIPS) OR ASSOCIATE VICE PRINCIPAL - GMAT- BUSINESS AND OPERATIONS</b>							