Greenshaw Learning Trust Scheme of Delegation for Governance Functions

September 2026

Introduction
This Scheme of Delegation for Governance Functions describes the Greenshaw Learning Trust's governance structure and remit of the Members, Board of Trustees, its committees and governing bodies. The Greenshaw Learning Trust is a company limited by guarantee and an exempt charity; the formal governance arrangements for the Trust are set out in its Articles of Association.

Definitions:

- 'The Trust' means the Greenshaw Learning Trust.
- 'School' means a school (or academy) in the Greenshaw Learning Trust.
- 'Trust Shared Service' means those services and functions of the Trust that are not contained within a school budget and are either advisory / business functions to support the running of the school or not the responsibility of a Headteacher.
- 'The Board of Trustees' means the legal 'governing board' of the Trust as a whole.
- 'Trustee' or ' committee member' means a Trustee of the Trust and member of the Board of Trustees; a Trustee is also a Director of the Charitable company.
- 'Community Governance Committee' means a local committee of the Board of Trustees, attached to a school
- 'Headteacher' means the Headteacher (or Executive Headteacher or Principal) of a GLT school. 'Acting Headteacher' means a senior leader of the Trust to whom specific authority has been delegated on a temporary basis.
- 'CEO' means the Chief Executive Officer of the Trust (or an executive officer of the Trust to whom they have delegated specific authority to act on their behalf). the CEO, Director Team and all Headteachers
- 'Trust Executive' means the CEO and senior Directors.

The Members of the Trust
At the highest level of governance are the Members of the Multi Academy Trust who have an overview of the governance arrangements of the Trust. The Members are the people who formally established the Trust, as the subscribers to the Memorandum of Association, and any other individuals subsequently appointed by the Members. The Members have statutory rights and powers to:

- Appoint additional Members
- Remove a Member where they believe it is in the interests of the Trust
- Appoint up to 12 Trustees
- Remove a Trustee before the expiration of their term of office
- Amend the Trust's Articles, subject to any consents required from the Charity Commission and the Secretary of State for Education
- Appoint the Trust's external auditors.
- Receive the Trust's audited annual accounts

All other powers and duties with regard to the management and governance of the Trust are vested in the Board of Trustees.

The Board of Trustees

The Board of Trustees is the 'governing board' of the Trust, and is responsible for the operation and performance of the Trust as a whole and all schools in the Trust and the Trust Shared Service. The Board of Trustees consists of up to twelve Trustees appointed by the Members, including the CEO as long as they are in office; the Trustees may in addition appoint co-opted Trustees. The Board of Trustees retains responsibility for:

- Formal accountability for the statutory functions of the Trust and for the operation and performance of all schools in the Trust.
- Alongside the CEO and Executive Team, shaping, and ensuring clarity of vision, ethos and strategic direction of the Trust as a whole.
- Holding the Chief Executive to account for the delivery of agreed Trust strategy
- Approving the Trust Budget and the Annual Report & Financial Statements of the Trust, and the annual budget of each school and the Trust Shared Service.
- Oversight of the financial and educational performance of the schools in the Trust and the Trust Shared Service.
- Holding the Trust's Executive Leaders to account for the financial and educational performance of the Trust as a whole.
- Agreeing Trust and school policies and procedures as required to ensure that the Trust operates effectively, fulfils its statutory responsibilities, and the oversight, monitoring and review of the implementation of those policies.

The Board remains responsible for ensuring compliance with any 'Notice to Improve' issued, and this authority cannot be delegated to committees or the Executive. Further information on the retained and delegated powers of the Board of Trustees will be contained in the table below:

Community Governance Committees

The Board of Trustees has established Community Governance Committees (CGCs), which are local committees of the Board of Trustees. The composition of each CGC established by the Board of Trustees is set out in the GLT CGC Terms of Reference. The CGC may report to and make recommendations to the Board of Trustees on the governance and operation of the schools. The CGC must take account of any advice given to it by the Board of Trustees or CEO. Details of how the CGCs conduct their business are contained in the Community Governance Committee Terms of Reference.

Board Committees

The Board of Trustees has established the Board Committees to which it has delegated responsibility for specific decisions and functions. Each Board Committee will have at least three members, who are appointed by the Board of Trustees; this may include non-trustees, but the majority of members must be Trustees. The Committee is responsible to and reports to the next meeting of the Board of Trustees.

Pay Panel

The role of the Pay Panel is to take decisions on discretionary pay and performance of the CEO, the Trust Senior Leadership Team, including Headteachers, and other staff in accordance with Trust HR policies and procedures.

Audit Committee

The role of the Audit Committee is to provide assurance to the Board that the Trust's risk management arrangements and risks to internal financial control are being adequately identified and managed across the Trust and in its individual schools.

The Board of Trustees has delegated responsibility to the Audit Committee to:

- agree annually a programme of assurance testing to be carried out by the Trust's external auditors

- agree annually, a programme of internal audit.
- report to and make recommendations to the Board regarding audit and risk.

People Committee

The role of the People Committee is to oversee the development of the Trust's workforce. The Board of Trustees has delegated responsibility to the People Committee to:

- Monitor and review the development and performance of the Trust's workforce.
- Monitor and review the implementation and effectiveness of the Trust's Human Resources and people strategies, policies and procedures.
- Report to and make recommendations to the Board of Trustees on the above.

Finance & Operations Performance Committee

The role of the Finance & Operations Performance Committee is to oversee the budgets and the finance and operations functions of the Trust and its schools on behalf of the Board of Trustees. The Board of Trustees has delegated responsibility to the Finance & Operations Performance Committee to:

- Monitor and review the budgets and budgetary performance of Trust schools, the Trust Shared Service and the Trust as a whole.
- Monitor and review the finance and operations functions of the Trust and its schools, including its estates, information systems, etc
- Report to and make recommendations to the Board of Trustees on the above.

Education Performance Committee

The role of the Education Performance Committee is to oversee the educational performance of the Trust and its schools on behalf of the Board of Trustees. The Board of Trustees has delegated responsibility to the Education Performance Committee to:

- Monitor and review the performance of Trust schools.
- Monitor and review the support needs of Trust schools and the additional support that is provided to them.
- Report to and make recommendations to the Board of Trustees on the above.

Governance & Growth Performance Committee

The purpose of the Governance and Growth Performance Committee is to oversee the governance of the Trust and its strategies for growth. The Board of Trustees has delegated responsibility to the Governance and Growth Performance Committee to:

- Monitor and review the effectiveness of the Trust's governance arrangements including the Trust's governance policies and procedures and its Scheme of Delegation and review the performance of the Trust's Committees.
- Monitor and review the support, training and development needs and recruitment of Trustees, local committee members and members of the Trust Panel.
- Monitor and review plans for Trust growth, including the process for and outcomes of due diligence on schools that are being considered for joining the Trust and the establishment of new schools.
- Report to and make recommendations to the Board of Trustees on the above.

Ad hoc Committees

The Board of Trustees has delegated authority to ad hoc Committees of the Board if required to consider relevant matters in accordance with the Trust's policies. The ad hoc committees will be formed from three members of the Board of Trustees, of the Trust Panel (which includes all members of the Trust Senior

Leadership Team, and / or any member of the Community Governance Committees and advised by the relevant Director or Head of Service.

- Pay and Performance Appeals Committee - to consider appeals against decisions that are within the remit of the People and Pay Committee on discretionary pay and performance matters.
- Staff Discipline, Grievance and Redundancy, first committee - to consider matters of discipline, grievance, redundancy, redeployment and early retirement with the exclusion of decisions to end employment during the probationary period
- Staff Discipline, Grievance and Redundancy Panel, second committee - to consider matters at the second stage of discipline, grievance, redundancy, redeployment and early retirement (those involved in the investigation or the "First Committee" cannot sit on the "Second Committee" to maintain impartiality.)
- Appointments Committee - to carry out the process of recruitment of the CEO and recommend an appointment to the Board of Trustees; to carry out the process of recruitment and appointment of members of the Trust Senior Leadership Team, including Headteachers. Appointment Committees for Headteachers must include local representation from the Community Governance Committee and in accordance with the Recruitment and Selection procedure.
- Resolutions Committee / Local Panel - to consider the Headteacher's decision to exclude or suspend a pupil, complaints against the school or the Trust.
- Trustee / committee member Disciplinary Committee - to consider disciplinary matters including removal of a Trustee / committee member.

Trust Executive

The Board of Trustees has delegated to the Chief Executive Officer (CEO) responsibility for delivery of the Trust's strategy, for the implementation of the policies of the Trust, and for the day-to-day running, internal organisation, management and control of the Trust, its schools and the Trust Shared Service. The CEO is the Trust's Accounting Officer and is personally responsible for the Trust's financial resources. The CEO is responsible for the performance management of the Trust Executive (who are in turn responsible for the performance management of the staff of the Trust Shared Service) and the Headteachers of the Trust's schools. The CEO has in turn delegated to the Headteacher of each school in the Trust responsibility for the day-to-day running of their school, including the internal organisation, management and control of the school, the performance management of school staff, and the implementation of the policies of the Trust. The CEO has delegated responsibility for the Trust Shared Service. The Deputy CEO has delegated authority to exercise all responsibilities of the CEO if the CEO is unable to do so.

Individual Trustees

The Board of Trustees has given delegated authority to the Chair of the Board of Trustees to take decisions on behalf of the Board in cases of urgency where delay until the next meeting of the Board would be harmful or prejudicial to the Trust. The Board of Trustees has given delegated authority to the vice-chair of the Board of Trustees to exercise that delegated authority if the Chair is unable to do so

GLT Scheme of Delegation

Ref	Area	Trust Board	Scrutiny Committees	CEO and Executive	Community Governance Committee	Headteacher
1	**STRATEGY, LEADERSHIP & GROWTH**					
1.1	**Trust vision and strategy, including any plans for growth or significant change** **Trust culture, ethos & values**	The Board of Trustees, with advice from the CEO and Directors, develop and agree the strategic direction and ambitions for the Trust		Prepare (i.e. develop thinking, detail and documentation including for any consultation), then recommend. Consult as appropriate Inform all stakeholders Deliver and review to ensure vision and strategy, culture, ethos and values are reflected across Trust and all schools.	Input may be sought for significant review. Informed on approved approaches	Expect to be consulted for significant review or change. Informed on approved approaches Deliver and review in own school in accordance with Trust objectives / priorities
1.2	**Individual School vision & values**			Work with school to ensure vision & values fit with Trust's vision & values. Review & approve.	Collaborate Input may be sought Informed on approved approaches	Prepare (i.e. develop high level thinking and approach/ consultation for any significant review) Deliver and review to ensure vision and values reflected across school
1.4	**Trust Ambitions including key priorities, KPIs, input from school improvement plans, risk, compliance, growth**	Approve and review. Monitor	ALL: Review areas relevant to each committee	Prepare and deliver in line with vision and strategy, meeting external expectations or requirements	Expect to be informed of the whole Trust priorities Contribute and Collaborate through school improvement plans	Collaborate on whole Trust & school development needs. Contribute through school improvement plans Informed on Trust Plan

Ref	Area	Trust Board	Scrutiny Committees	CEO and Executive	Community Governance Committee	Headteacher
1.5	**Potential new schools to join the Trust**	Approve in line with Trust vision and strategy. Approve timeline, due diligence and delivery plan for any new school being considered. Review & approve legal documentation for conversion		In line with vision and strategy, review and recommend to the Board possible schools to join Trust. Prepare for & deliver all necessary steps in the conversion process. Inform & deliver decisions made.		Informed on decisions. Expect to Collaborate to support new schools joining GLT
1.6	**Significant changes to a school, incl. closure, amalgamation, merger, changes to premises or changes to PAN etc**	Review. Where necessary, consult with SC/stakeholders. Approve timeline, due diligence, permissions and delivery plan. Review & approve legal documentation	GGC: Review relevant information & any due diligence and make recommendations to Board	Review. Prepare proposals/options as appropriate. Recommend to Board. Prepare for & deliver all necessary steps. Monitor. Report on progress to the Board as appropriate. Inform SC(s) & HT(s). Deliver decisions made.	Consulted in cases where direct impact to school. Informed on approved approaches. Support with delivery of school-related requirements	Prepare proposals/options as appropriate. Deliver school-related requirements.
1.7	**Change of school name or logo**	Review & approve legal documentation Approve name change		For name change: Review. Prepare proposals/options as appropriate. Recommend to Board. Deliver decisions made. Approve logo change	Expected to be informed and to input into decisions. Support with delivery of school-related requirements	For name change: Deliver school-related requirements. For logo change: Prepare proposals/options as appropriate.
Ref	**Area**	**Trust Board**	**Scrutiny Committees**	**CEO and Executive**	**Community Governance Committee**	**Headteacher**
2	**GOVERNANCE**					

Ref	Area	Trust Board	Scrutiny Committees	CEO and Executive	Community Governance Committee	Headteacher
2.1	**Trust Articles of Association**	Approve changes to Articles (Members) & review (Members & Trustees)	ALL: Deliver Committee-related requirements	Consulted & make recommendations to the Board. Inform Trust Board & all Committees of any changes. Monitor compliance, review & prepare any amendments		Deliver school-related requirements
2.2	**Trust Governance structure, delegations (scheme of delegation) incl. terms of reference & Governance Code of Conduct**	Review & approve any changes to the governance structure.		Prepare, review & recommend proposed approach informed by consultation, compliance and Trust practice.	Input may be sought and informed of overall approach	Expect to be consulted on HT delegations. Informed on overall approach. Deliver at HT level
2.3	**Appointment or removal of Trustees in line with Articles**	Appoint / remove Trustees (Members) Appoint / remove co-opted Trustees (Trust Board)		Deliver support and report to Board (or Members) regarding any possible need to suspend or disqualify a Trustee in line with Articles	Informed	Informed
2.4	**Appointment or removal of Trust Board Chair or Vice Chair**	Appoint/remove in line with Articles		May be consulted to make recommendations to Board	Informed	Informed
2.5	**Appointment or removal of Scrutiny Committee and Community Governance Committee Chairs**	Approve appointment / removal	ALL: Recommend Chair for appointment	Consulted. May be asked to make recommendations to Board/ Committees	Recommend Chair for appointment	Consulted and may recommend for School Committee
2.6	**Community Governance Committee member roles *(discretionary roles)***	Review & approve role descriptions		May be consulted to make recommendations to Trust Board	Appoint members to deliver on role description.	May be consulted to make recommendations

Ref	Area	Trust Board	Scrutiny Committees	CEO and Executive	Community Governance Committee	Headteacher
2.9	**Appointment or removal of Community Governance Committee Members**	The Trust Board has ultimate responsibility to appoint / remove committee members. Informed of changes in SC membership. Monitor. Informed on process for election/ appointment of parent and staff SC members.		Consulted and may recommend Informed of and monitors changes in SC memberships Support the Governance team to Deliver process for election/ (re)appointment of SC members and Prepare & deliver induction programme & training programmes	Informed of results & (re)appointments.	Consulted and may recommend
2.10	**Reports, priorities and agendas for Trust Board and Committee meetings and business**	Approve & review priorities, agendas & meeting dates Deliver & monitor.	ALL: Approve priorities, agendas & meeting dates for Committee in line with Trust Board	Review, prepare and deliver reports to Trust Board & Committees	Approve priorities, agenda items and meeting dates for SC to fit with Trust priorities	Prepare the material/reports/access to information required to deliver the agreed priorities and agenda items
2.14	**Skills audits & required training & recruitment needs of the governance community**	Review need for future audits, training or recruitment Approve process & timeline. Attend training regularly		Support the Governance team to: Prepare periodic skills audits to identify gaps on Boards & Committees. Deliver / facilitate induction & training for new Members & Trustees.	Deliver skills audit annually. Review membership and skills needs/gaps. Attend training regularly	
2.15	**Performance of Boards & Committees – review of governance & effectiveness of the Trust governance community**	Approve approach & review evaluation of performance. Board may use independent assessors to deliver evaluation and report		Prepare & deliver approved approach for review, drawing on external expertise where required, and report to Trust Board	Support & have input into the Board & Committees' evaluation process	Consulted – expect to contribute from school perspective, where required

Ref	Area	Trust Board	Scrutiny Committees	CEO and Executive	Community Governance Committee	Headteacher
	EDUCATION & STANDARDS, CURRICULUM, & SCHOOL PERFORMANCE					
3.1	**Trust and school academic targets, incl. production & analysis of data**	Informed on Trust academic targets and progress	EPC: Review Trust and school targets, data and actions/ progress	Prepare overall approach consulting with schools. Approve and review Trust and school targets Receive reports from HTs on progress/ plans, together with data and report to EPC and Trust Board	Informed of progress & data Input may be sought	Consulted on approach. Prepare school targets. Deliver approved targets and report Executive Team progress/ plans & data analysis
3.2	**School Development or Improvement Plans & Self Evaluation**	Informed	EPC: Review reports from the Executive Team on SDPs and actions / progress and SEF and actions/ progress	Review & approve each school's SDP/ SIP annually Approve and review each school SEF and actions/ progress Review progress incl. from HT reports and report to EPC and Trust Board	Informed of SDP/SIP and school SEF. Monitor progress /actions Input may be sought	Consulted on approach and templates. Prepare SDP & SEF in line with Trust approach. Deliver SDP & SEF. Report SDP progress & SEF actions/progress to Executive Team
3.3	**School curriculum intent, provision**	Approve Trust-wide principles.	EPC: Review reports on implementation & impact in schools and actions/ progress	Approve, monitor & review in each school. Provide report to EPC and Trust Board on implementation in schools	Informed on implementation & impact Input may be sought	Prepare, deliver & report to Executive Team
3.4	**Assessment**	Approve Trust-wide principles	EPC: Review reports on implementation & impact in schools and actions/ progress	Approve, monitor & review in each school Provide report to EPC and TB on implementation in schools	Informed on implementation & impact Input may be sought	Prepare & deliver
3.5	**Policies, practice and approach for teaching, learning and pedagogy**	As per policy schedule, approve relevant policies and practice across Trust.	EPC: Review approach, effectiveness & reports on implementation or changes required. Recommend to Trust Board including relevant policies	As per policy schedule, prepare, recommend/ approve policies, practice and approach across Trust, consulting with schools.	Informed of implementation of any relevant policies for school Input may be sought	Consulted on Trust-wide approach. Deliver for school in line with approved approach.

Ref	Area	Trust Board	Scrutiny Committees	CEO and Executive	Community Governance Committee	Headteacher
				Deliver on a Trust-wide basis. Review implementation and report to EPC		
3.6	**EYFS – delivering in line with statutory framework**	Informed	EPC: Review & monitor	Approve, monitor & review. Provide report to EPC on implementation in schools	Review school implementation Input may be sought	Consulted on any Trust- wide approaches. Prepare & deliver in own school, compliant with any Trust approach.
3.7	**Safeguarding & Child Protection oversight, policies and procedures**	Overarching approval, review & monitoring of all Child Protection & Safeguarding Policies Informed of compliance with safeguarding policies	EPC: Review reports on implementation, compliance or changes required. Recommend to Trust Board including relevant policies	Prepare and make recommendations on Trust policies and procedures. Consult with schools. Deliver on any Trust- wide policies & audit programme. Review implementation Support HT/DSLs as appropriate	Review school implementation Input may be sought	Consulted on any Trust- wide approaches. Deliver in own school, compliant with any Trust approach. Deliver any recommendations from audits or reviews.
3.9	**Strategy for Pupil Premium and other grants**		EPC: Informed. Review implementation & effectiveness as appropriate.	Approve, Monitor in place & published on school websites. Review and monitor school implementation	Review school implementation. Input may be sought	Prepare and deliver for school. Deliver any recommendations from audits or reviews.
3.10	**Strategy for SEND provision and relevant policies and practice**	Approve Trust policy.	EPC: Review approaches & progress.	Overarching review & monitoring of all school SEND provision, policies & practices. Monitor compliance with SEND Code of Practice	Review school implementation Input may be sought	Consulted on any Trust- wide approach. Prepare and deliver options for school approach informed by any Trust strategy & the SEND Code of Practice. Deliver recommendations from audits or reviews.
3.11	**Behaviour & Attendance**	Approve Trust policy.	EPC: Review approaches & progress.	Monitor overall compliance with the Trust approach. Review implementation of school policies	Review school implementation. Input may be sought	Consulted on any Trust- wide approach.

Ref	Area	Trust Board	Scrutiny Committees	CEO and Executive	Community Governance Committee	Headteacher
						Prepare & deliver school approach informed by any Trust strategy
3.12	**Exclusions, Suspensions and Off Site Direction**	Approve Trust policy and procedure. Delegate to Exclusion Review Panel meetings to review a Headteacher's suspension or exclusion decision - in line with DfE Guidance and the GLT Suspensions and Exclusions Procedure.	EPC: monitors data and Trust compliance including reviews of Off Site Direction.	Informed of exclusion decisions. Monitor data and overall compliance with Trust approach and report to EPC Support Exclusion Review Panel & Independent Review Panel meetings as appropriate	Committee members may be called to sit on an Exclusion Review Panel & Independent Review Panel meetings as appropriate	Consulted on any Trust- wide approach. Prepare & deliver school approach informed by any Trust strategy. Report to data on suspensions & exclusions.
3.16	**Residential visits for pupils**	Approve Trust policy and procedure. Informed of issues arising on visits.		Approve residential visits having been assured that appropriate risk assessment(s) been undertaken. Review & recommend changes in procedures as appropriate. Informed of issues arising on visits.	May be consulted on plans or school approach, Input may be sought Informed of issues arising on visits.	Deliver risk assessment(s) for all visits. Ensure GLT Guidance and Policy is followed Deliver in own school, compliant with any Trust approach. Report issues arising on visits
3.18	**Complaints Policy & Procedure**	Review & approve Trustwide Complaints Policy & Procedure. Trustees may be called to sit on Complaint Review Panel		Review & prepare policy for Board to approve. Deliver procedure in accordance with policy. Prepare & retain a complaints log for the Trust Monitor level of complaints	Informed on approved approaches. Committee members may be called to sit on a Complaint Review Panel	May be consulted for significant review. Informed on approved approaches. Deliver procedure in accordance with policy. Monitor complaints.

Ref	Area	Trust Board	Scrutiny Committees	CEO and Executive	Community Governance Committee	Headteacher
3.19	**Set term dates, dates & times of INSETs, school day**					**Approve** term dates, INSET & length of school day in line with DfE requirements
Ref	**Area**	**Trust Board**	**Scrutiny Committees**	**CEO and Executive**	**Community Governance Committee**	**Headteacher**
4	**PAY & HR**					
These areas of delegation will be delivered in line with the Trust's HR and Pay Policies						
4.1	**HR policies & practice, incl. Discretionary & appraisal policy, disciplinary, grievance, capability**	Approve the HR Policy and Pay Policy	P&P: Review the HR and Pay Policies to ensure compliance (incl. with statutory requirements & employment legislation) and recommend for approval. Review reports	Prepare & recommend the HR Policy and Pay Policy across the Trust. Director of People has delegated authority to approve HR Procedures including disciplinary, grievance, probation, capability etc in accordance with the HR Policy. Deliver across Trust and report to Committees		Deliver and inform Executive Team on issues to inform development of policies, procedures and practice
4.2	**Staff structure and proposals for restructuring of the Trust Executive Team or Leadership Team (including Headteachers) or for any material & significant changes in staff structure in the Trust Shared Service.**	Approve		Recommend proposals to Trust Board as relevant in line with delegations. Prepare & deliver Shared Service staff structure in line with budget. Ensure delivery of recruitment process as appropriate		

Ref	Area	Trust Board	Scrutiny Committees	CEO and Executive	Community Governance Committee	Headteacher
4.3	**Staff structure and proposals for restructuring of the School Senior Leadership Team (below Headteacher level) or for any material & significant changes in staff structure of the School**			Approve	Informed Involved in any Headteacher appointment Input may be sought for other roles	Recommend proposals to as relevant in line with delegations. Prepare & deliver staff structure in line with budget and operational requirements as advised by the relevant Head of Service. Seek budgetary approval prior to advertising any post
4.4	**Appointment, suspension or dismissal of CEO**	Deliver and Approve appointment Chair of Board must approve suspension / dismissal in accordance with the HR Policy	A committee of the Board of Trustees must comprise the panel where dismissal is a potential outcome	Executive informed as appropriate	Informed as appropriate	Informed as appropriate
4.5	**Appointment, suspension or dismissal of Trust Executive Team inc. CEO (with the exception of decisions in probationary period including dismissal or extension of probation**	Deliver and Approve appointment	Consulted	Recommend proposals to Trust Board as relevant in line with delegations.	Informed as appropriate	Informed as appropriate
4.6	**Appointment, suspension or dismissal of Shared Service Staff**	Approve budget and high level staffing structure		Approve appointments in line with policy, budget and approved staffing structure. Ensure delivery of recruitment process as appropriate Approve suspension / dismissal		

Ref	Area	Trust Board	Scrutiny Committees	CEO and Executive	Community Governance Committee	Headteacher
4.7	**Appointment, suspension or dismissal of Headteacher**	Approve appointment Consulted on process and involved as part of the panel		Deliver process for and approve appointment, suspension or dismissal Inform	Consulted and involved in the selection process / panel Informed of appointment, suspension or dismissal	Informed
4.8	**Appointment, suspension or dismissal of school staff inc members of the senior leadership team**				May be Consulted and involved in the selection process / recruitment panel Informed of appointment, suspension or dismissal	Approve appointments in line with policy, budget and approved staffing structure. Ensure delivery of recruitment process as appropriate Approve suspension / dismissal
4.9	**Appraisal and Discretionary Pay of CEO and Trust Executive Team and all Headteachers**	Approve Consulted on process and involved as part of the panel	P&P Deliver process and performance management / appraisal of the CEO and make recommendations to the TB on Executive and Headteacher discretionary pay and	Deliver process and performance management of the rest of the Executive Team and all Headteachers. Pay awards will be made in line with the GLT Pay Policy. Responsible for the Pay Policy and can approve technical/legislative amendments. Senior Executive Pay: The Director of People conducts the annual review of the Senior Executive Pay Scale.		
4.10	**Appraisal and Pay of all other Shared Service Staff**			Ensure delivery of process and performance management of the rest of the Shared Service. Pay awards will be made in line with the GLT Pay Policy.		

Ref	Area	Trust Board	Scrutiny Committees	CEO and Executive	Community Governance Committee	Headteacher
4.11	**Appraisal and Pay of all school staff**					Ensure delivery of process and performance management in line with Trust process and Policy, and monitor compliance with completion deadlines Pay awards will be made in line with the GLT Pay Policy.
4.12	**Appeals (incl. against disciplinary & capability decisions & pay decisions)**	May be involved in delivering any appeals in line with policy in accordance with the HR Policy	A committee may be required to form the panel for appeals subject to the HR Policy	May be involved in delivering any appeals in line with HR policy		May be involved in delivering any appeals in line with HR policy
Ref	**Area**	**Trust Board**	**Scrutiny Committees**	**CEO and Executive**	**Community Governance Committee**	**Headteacher**
5	**COMMUNICATION & REPORTING**					
5.1	**Trust's annual report & accounts, including report on performance of Trust, & statements on regularity & propriety**	Review & approve *(Received by Members)* Informed report & accounts filed.	Audit Committee: Review Recommend to Trust Board.	Prepare info for audit & annual report with schools' & external input. Work with auditors. & deliver draft report to Accountants. Receive, review & report information from auditors & progress of actions/ reports to Audit Committee . Once approved by Board, deliver accounts for Members & publish on Trust website CEO(AO): Signs off annual report & accounts on approval		
5.2	**Publication of information on Trust & school websites (incl. Register of business & pecuniary interests, & attendance, terms of office & roles & responsibilities of**	Informed requirements are met across Trust. Trustees (& Members), and Key Management Personnel to	Audit Committee: Informed Trust & school requirements are met & about any related issues/conflicts	Prepare & deliver information and ensure publication on Trust website in line with trust statutory requirements. Maintain & review for Trust.	Complete the register of interests	Deliver for school Prepare, deliver & maintain information and ensure publication on school website in line with requirements for school

Ref	Area	Trust Board	Scrutiny Committees	CEO and Executive	Community Governance Committee	Headteacher
	Trustees & committee members)	annually deliver individual register of interests form.		Review & monitor for schools. Report to the Board that requirements are met.		
5.3	**Stakeholder engagement including partners, parents, pupils and local communities**	Approve approach. Review reports on implementation of approved plans including feedback		Prepare, recommend & deliver. Report to Committee(s)/Board as appropriate on implementation of plans, including feedback received, in line with approved approach	Subject to approved approach, expected to have role to deliver and monitor communication to local school stakeholders, including parent community and provide feedback to the BoT	Subject to approved approach, deliver for school
5.4	**Decision-making & communications in event of crisis**	Approve & review approach for Trust. . Informed of all crises & outcomes.		Subject to approved approach, make recommendations on all decision-making & communications. Manage response to crisis. Deliver as appropriate Report to Board. Monitor. Review after the event & make recommendations, including changes needed in policies or approach from lessons learnt	Informed. Input may be sought Support HT & school community as appropriate	Subject to the approved approach, consult the Executive team on the crisis. Take action in line with business continuity procedures & Trust approach. Deliver steps for school. Monitor and report regularly
Ref	**Area**	**Trust Board**	**Scrutiny Committees**	**CEO and Executive**	**Community Governance Committee**	**Headteacher**
6	**FINANCIAL MANAGEMENT, RISK MANAGEMENT AND INTERNAL CONTROL**					
	These areas of delegation will be delivered in line with the Trust's Financial Scheme of Delegation which is a separate document					
6.1	**Financial Regulations, financial & asset management policies & procedures to ensure compliance across Trust & schools**	Approve policies & practice across the Trust. Review reports from FOPC	FOPC: Review reports on financial and asset management & compliance & make recommendations to Trust Board	Prepare & recommend approach informed by consultation, compliance requirements & Trust practice.		Deliver compliance in school. Report any material issues or non-compliance to Executive Team and, where required, actions / progress

Ref	Area	Trust Board	Scrutiny Committees	CEO and Executive	Community Governance Committee	Headteacher
				Review implementation & provide relevant reports		
6.2	**Setting budgets within the Trust**	Approve annual & longer term budgets for Trust & schools	FOPC: Recommend budgets for Trust & schools to Trust Board	Prepare budget for Trust and schools. Report & recommend to FOPC. Expect iterative process with HTs to prepare school budgets. Manage the submissions to the DfE		Prepare budget for own school - with discussion and support from the Finance Team.
6.3	**Monitoring & reporting on Trust & school budgets**	Review management accounts & monitoring reports on performance against budget from FOPC.	FOPC: Review management accounts & reports on shared services; report to Trust Board on key issues or deviation from budget.	Prepare & report to FOPC for Trust & schools with management accounts circulated Deliver & report on Trust/ central budget.		Deliver approved school budget & report any deviation from budget, in line with financial delegations
6.4	**Monthly management accounts**	**Chair of Trust Board, CEO & DoF**: Review monthly management accounts.		DoF: Prepare and deliver monthly management accounts to CEO & Chair of Trust Board		
6.5	**Risk Management & control, incl. Risk Register**	Review Strategic Risk Register in accordance with the Academy Trust Handbook (at least 1 x p.a.). Approve risk management controls informed by AC and CEO reports.	**AC** Review regular reports from Executive Team and reports directly to the Board on the effectiveness of internal controls	Prepare & deliver risk management, risk register and controls for Trust and schools. Review & report on risk management, Risk Register & controls. Recommend Risk Management Policy & Strategy		Review and deliver risk mitigations for school Report on key risks and issues for school
6.6	**External auditors & audit; and bankers for the Trust**	Approve: appointment of bankers & any related policies & procedures. May recommend, & will be informed on appointment of external auditors. *(Note: appointment is by Members)*	**Audit Committee:** Review reports, report &/or recommend to Trust Board/Members' Board.	Report to Audit Committee on actions to review performance of external auditors Deliver process for auditors' appointment, for external auditors'		Deliver in school (e.g. meeting requests from auditors or bank requirements). Informed on any actions from audit reports relevant for school.

Ref	Area	Trust Board	Scrutiny Committees	CEO and Executive	Community Governance Committee	Headteacher
				Report to Members Prepare and recommend policies, procedures, appointments, reports for internal scrutiny/ controls Report information from internal auditors/ third parties. If required, recommend change in bankers. Report any material non-compliance to Audit Committee and Board		Deliver identified actions and report on progress, incl. highlighting any concerns. Report any material non-compliance in line with internal controls &, where required, actions/ progress
6.7	**Internal auditors, audit control framework & internal scrutiny plan *(incl. financial & nonfinancial controls)***	Approve any appointments, control framework & reports for internal scrutiny.	**Audit Committee:** Prepare annual internal scrutiny plan/programme. Monitor & report to Trust Board.	Deliver & review framework. Prepare & recommend policies, procedures & appointments for internal scrutiny/ controls Review, maintain & deliver internal scrutiny plan. Review performance of internal auditors. Report information from internal auditors/ third parties.		Informed if direct impact/implication. Deliver / liaise with internal scrutiny activities as required.
6.8	**Internal auditors' reports**	Agree & approve actions. Monitor	**Audit Committee:** Review internal reports & respond Agree & recommend actions to Board. Monitor	Prepare info for audits with schools' input. Work with auditors. Report information from auditors & progress of actions/ reports to relevant Committees.		Prepare any detail required for school. Informed on any actions from audit reports relevant for school, deliver identified actions

Ref	Area	Trust Board	Scrutiny Committees	CEO and Executive	Community Governance Committee	Headteacher
				Recommend to Board as appropriate		

Ref	Area	Trust Board	Scrutiny Committees	CEO and Executive	School Committee	Headteacher
7	**ESTATES, PREMISES & HEALTH & SAFETY**					
7.1	**Trust policies &, property strategy, estate improvement plans, Annual Estates Strategy priorities for premises maintenance & development incl. accessibility plan, compliance (e.g. Managing disposal/acquisition of Trust land, changing use of assets)**	Approve Trust-wide policies, plans, priorities & associated budgets Review reports from FOPC	**FOPC:** review policies, plans, priorities & delivery, incl. major capital projects. Make recommendations to TB. Review reports on implementation	Prepare & deliver Trust policies, plans, priorities & associated budgets. Make recommendations to FOPC & report on progress towards implementation		Prepare school priorities, contribute to development/ delivery Write and publish school accessibility plan using Trust template
7.2	**Contract schedule for procurement – Trust & school level**		**FOPC:** Informed as appropriate	Prepare, review, maintain & deliver		Review & maintain contracts register for school
7.3	**Health & Safety, incl. auditing & reporting arrangements & Health & Safety Policies**	Approve Trust-wide policies, plans, priorities & associated budgets Review reports from FOPC & approve recommendations from FOPC as appropriate. Overarching approval of all Health & Safety Policies	FOPC: review and monitor reports, policies, plans & priorities. Make recommendations to TB	Deliver H&S visits & report to FOPC. Monitor implementation of schools' Health & Safety Policies. Prepare & deliver Trust policies, plans, priorities & actions. Review reports from HTs on schools. Monitor Trust & school action plans. Make recommendations to FOPC and TB.	May be informed if relevant	Prepare any detail or deliver action plans for school as required

Ref	Area	Trust Board	Scrutiny Committees	CEO and Executive	Community Governance Committee	Headteacher
				Ensure delivery of audits & reporting		
7.4	**Maintenance of buildings & facilities in line with legal obligations**	Informed. Approve works in line with policy & ATH	FOPC: Review survey reports. Review works in line with policy & ATH	Arrange for delivery of surveys for buildings & facilities at schools, as appropriate. Review reports. Make recommendations to: HT for lower value maintenance works Monitor & support schools with any maintenance works	May be Informed of maintenance issues at school to inform understanding of resources & delivery of school plans	Monitor day-to-day maintenance Prepare any detail or deliver action plans
7.6	**Lettings provision**			Deliver support to schools with lettings as appropriate		Approve,monitor & manage lettings day to day in line with GLT Procedure and Policy
Ref	**Area**	**Trust Board**	**Scrutiny Committees**	**CEO and Executive**	**Community Governance Committee**	**Headteacher**
8	**DIGITAL AND CYBER SECURITY, ICT AND GDPR**					
8.1	**GDPR & procedures, incl. Freedom Of Information (FOI) & Subject Access requests (SARs)**	Informed via DPO report & regular Audit Committee updates Approve changes to data protection procedures	Audit Committee: Informed of FOI & SARs Review DPO reports & recommendations. Review changes to data protection procedures	Prepare procedures. Review & monitor implementation across Trust. Prepare & deliver report to FOPC & Trust Board. Prepare & deliver responses to FOI & SAR requests to the Trust Prepare & make recommendations for changes to policies and procedures as appropriate		Ensure compliance. Report any material noncompliance in line with internal controls and, where required, actions/ progress Prepare any detail or deliver actions for school as required by DPO / Trust

Ref	Area	Trust Board	Scrutiny Committees	CEO and Executive	Community Governance Committee	Headteacher
8.2	**Data breaches**	Informed. Review DPO report	Audit Committee: Informed. Review DPO reports	Informed. Report to ICO & other agencies if/as appropriate. Prepare & deliver necessary report/evidence if required. Review & monitor breaches at schools & across Trust.	May be informed.	Report all data breaches to DPO. If appropriate, inform Executive Team Prepare any detail or deliver actions for school as required by DPO / Trust
8.3	**Cyber and Digital Security**	Approve strategy and overarching policy. Review and monitor high-level risk exposure.	AC: Review and monitor associated KPIs. Report and make recommendations to the Trust Board	Prepare the strategy, policy, and implementation plan. Deliver and manage the Trust's digital infrastructure and cyber security operations. Monitor performance and report		Informed on trust strategy and policies. Deliver the strategy and ensure compliance with policies within their individual school.
Ref	**Area**	**Trust Board**	**Scrutiny Committees**	**CEO and Executive**	**Community Governance Committee**	**Headteacher**
9	**Policies**					
9.1	**Policies & procedures**	Approve in line with the policy schedule approved by the Trust Board. The policy schedule sets out dates & responsibilities for review & approval of individual policies.	Scrutinise and make recommendations to TB	Prepare, consult, recommend, inform, deliver, report, review, monitor implementation & compliance		Deliver, prepare School Procedures in line with Trust Policy, monitor implementation & compliance in school.
9.3	**Admissions arrangements for individual schools (as the admissions authority)**	Determine & approve		Review, prepare & recommend any changes to TB. Prepare & deliver consultation to local stakeholders. Collate responses to consultation. Inform Trust Board of outcome of consultation	Input may be sought Informed.	Review, prepare & recommend any changes. Consulted & informed on any changes. Deliver

Ref	Area	Trust Board	Scrutiny Committees	CEO and Executive	Community Governance Committee	Headteacher
9.4	**Admissions application decisions (incl. OOCA & in year)**	Informed of whole Trust decisions at least annually.	EPC: Review reports & recommend to TB.	Informed. File pro forma centrally. Monitor. Report to the Trust Board at least annually on applications & HTs' decisions.	Input may be sought Informed.	Review applications. Approve or reject. Retain paperwork for each case. Deliver pro forma with decision
9.5	**Solicitors for Trust**	Approve appointment & retainer	May be consulted	To liaise with Trust Solicitors. Make recommendations to the Trust Board to change solicitors/terms of retainer		Informed