

## Scheme of Delegation

### Introduction

The purpose of this document is to clarify responsibilities and accountabilities within the GDST Academy Trust's governance structure. The scheme of delegation sets out who has authority and who is accountable for decisions made within the Academy Trust.

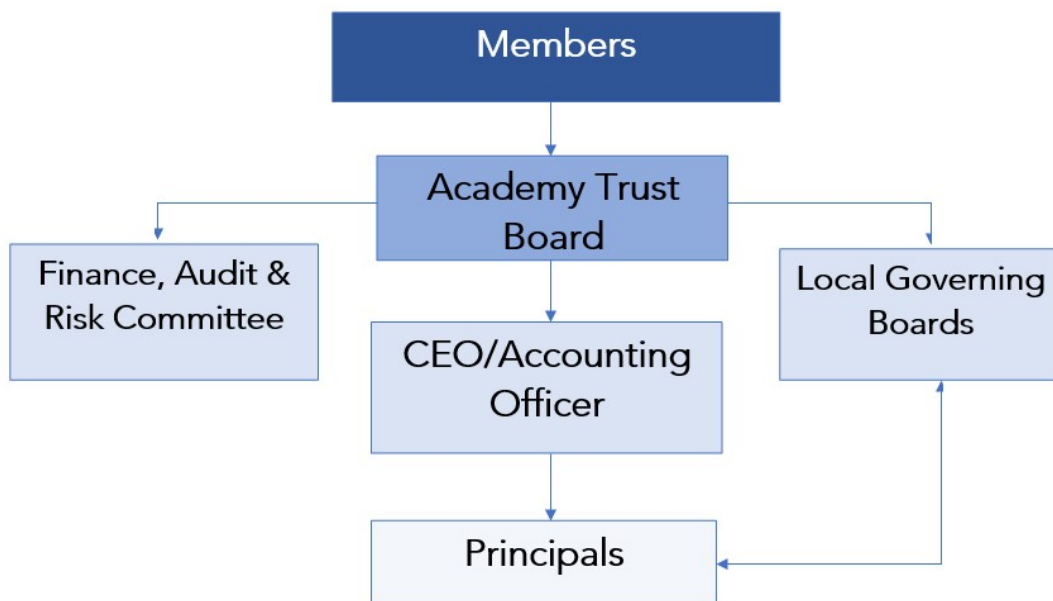
The scheme of delegation includes the following categories:

- Governance:
  - People
  - Structures and systems
  - Reporting
- Being strategic
- Holding to account
- Ensuring financial probity

The overarching scheme of delegation covers decision making within the Academy Trust, and should be read in conjunction with the detailed Financial Delegation Limits, and the Academy Trust Board, Committee, and Local Governing Board Terms of Reference.

### Governance Model Summary

*Showing layers of governance and lines of accountability*



## **Details on Roles and Responsibilities**

### Sponsor

The Sponsor for the GDST Academy Trust is the Girls' Day School Trust ("GDST").

The role of the GDST as Sponsor is to ensure effective governance of the Academy Trust and ensure that the Academies operate within the current legal framework, and meet their charitable aims.

The GDST provides governance support to the Academy Trust Board (ATB) and the Local Governing Bodies (LGBs). The Trust also provides a range of specialist services to the academies, including Innovation & Learning and Development HR, audit, payroll, legal, and Information Technology Services, as set out in the GDST Academies Service Agreements, reviewed annually.

### Members

In accordance with ESFA guidance, the Academy Trust is comprised of three Members: the GDST as a body corporate (and sponsor), the GDST Council Chair, and GDST Deputy Chair(s).

The Members hold responsibility for general oversight of the efficient running of the Academy Trust, and agree the Articles of Association, and appoint the ATB Chair.

### Academy Trust Board

The Academy Trust Board ("ATB") is responsible for the overall strategic direction of the academies, and for those statutory duties which may not be delegated to sub-committees. The principal roles of the ATB, as set out in the ATB Terms of Reference, are:

- i) To set the Trust's strategy;
- ii) To monitor each Academy's performance against key performance indicators, including approval of the annual plan;
- iii) To maintain the financial stability of the Trust; and
- iv) To review the Trust's policies and procedures that provide internal control and mitigate risk.

The composition of the ATB is set out in the ATB Terms of Reference. The ATB is accountable to the Sponsor and Members.

### Finance, Audit and Risk Committee

The Finance, Audit and Risk Committee ("FAR") supports the ATB and Chief Executive/Accounting Officer by reviewing the integrity of financial statements, the robustness of the assurance framework on governance, risk management, the control environment and the annual report. The Committee also works with the Academy Trust Finance Director to review and approve the annual budget for the Academies, which are subsequently taken to the ATB for final approval. The Committee consists of no fewer than three Trustees of the ATB, excluding the Chair of the ATB.

The key responsibilities of the FAR are set out in the FAR Terms of Reference.

### Chief Executive/ Accounting Officer

The day-to-day executive management of the Trust is delegated to the Chief Executive Officer, who in turn line manages the academy Principals. The CEO is the Accounting Officer and as such is accountable to Parliament for all aspects of the Academy Trust's activities, and to the ESFA, for the proper deployment of financial resources under the Academy Trust's control.

### Principals

The academy Principals are responsible for delivering educational and operational outcomes in their individual Academy. They propose the appropriate strategy to the ATB including annual operating plans and quality assurance. They are accountable to the ATB and line managed by the Chief Executive.

### Local Governing Boards

The Academy Trust's Local Governing Boards ("LGBs") act as the local 'eyes and ears' of the academies and their communities, and provide advice and support accordingly to the ATB. The LGB has the following key purposes, which are set out in the LGB Terms of Reference:

- i) monitoring the academy's financial and academic performance;
- ii) developing local strategies and policies which reflect the academy's vision and ethos; and
- iii) promoting the academy and fostering links with the local community
- iv) acting as 'critical friend' to the academy principals.

Responsibility for the day-to-day management of the academy is delegated to the Principal.

The membership of the LGB is set out in the LGB Terms of Reference. The LGBs are accountable to the ATB. The LGB Chairs are ex officio members of the ATB.

## Area of Responsibility for Strategic Decisions

Key: ✓ Action to be undertaken at this level

Action cannot be legally carried out at this level

**A** Provide advice and support for those accountable for decision making

	Area	Function	GDST Council	Delegation					
				Members	ATB	CEO/AO	Principals	LGBs	
<b>Governance Framework</b>	<i>People</i>	Members: Appoint/Remove	✓	✓					
		ATB Chair: Appoint/Remove		✓		A			
		Trustees: Appoint/Remove			✓				
		LGB Chair: Appoint/Remove			✓		A	A	
		Agree role descriptions for trustees/chair/specific roles/committee members			✓				
		Committee (including LGBs) chairs: Appoint/Remove			✓	A	A		
		Clerk to ATB: Appoint/Remove			✓	A			
		Clerk to LGBs: Appoint/Remove			✓		A		
		Trust's staffing structure: agree			✓	A			
		Advise the Trust and Local Governing Body on the appointment of the Deputy Principal and other such senior posts						✓	
		Manage the appointment of all other staff and (except to the extent directed otherwise by the Trustees), the salary grading, allocation of duties, appraisal and discipline of all staff in accordance with the Trust's stated policies and procedures and best practice for HR and recruitment;						✓	
		Determine terms and conditions of service for staff (the Trust is the employer of all staff and is responsible for procedures and terms and conditions of service for all employees including the setting of appropriate rules for the conduct of staff, in each case as developed with each academy. Changes to such policies and procedures will be effected only after consultation with the Local Governing Body, Principal and staff groups where appropriate)				✓	A	A	A

Systems and Structures	Articles of Association: Agree/Review		✓	A	A				
	Governance structure (Committees): establish/review			✓	A				
	Ensure compliance with all statutory regulations and Acts of Parliament governing the operation of the Academy, including health and safety;			✓	A				
	Terms of Reference for committees : agree/review			✓	A				
	Terms of Reference for LGBs: agree/review			✓	A				
	Skills audits: complete and review			✓	A			✓	
	Annual self-review of ATB performance: complete/review			✓	A				
	Annual self-review of LGB performance: complete/review						A	✓	
	Chair's performance: 360 review			✓	A				
	Succession Planning			✓	A				
	Annual Work Programme for ATB: agree/approve			✓	A				
	Annual Work Programme for Committees: agree /approve			✓	A				
	Annual Work Programme for LGBs: agree/approve			A			✓	A	
	Safeguarding: ensure each academy has a designated safeguarding lead, ensuring compliance with statutory guidance and maintenance of a single central record			✓					✓
	Implement the agreed policies and procedures laid down by the Trust						✓		A
The maintenance of good order and discipline by the pupils including their suspension and/or exclusion within the framework approved by the Local Governing Body						✓		A	

	Area	Function	Members	ATB	CEO/AO	Principals	LGBs	
	<i>Reporting</i>	Trust governance details on trust/academy websites: ensure accuracy		✓	A			
		Academy governance details on academy websites: ensure accuracy				✓	A	
		Register of interests, related party transactions for Trustees, LGBs, Principals, SLT: complete and publish		✓	A	✓	✓	
		Annual Report on performance of Trust: submit to members (GDST Council)		✓	A			
		Annual Accounts and Trustee report: approve		✓				
		LGB minutes circulated to ATB at each meeting (by way of reporting LGB work carried out)					A	✓
		Annual Internal Scrutiny report: approve and submit to ESFA		✓	A			
		Report to the Local Governing Body and the Trust on the admission of pupils (provided always that admissions appeals shall be considered by a panel established by the Trustees);					✓	
<i>Being Strategic</i>	<i>Being Strategic</i>	Determine Trust's vision and strategy, agree key priorities and key performance indicators (KPIs) against which progress can be measured		✓	A			
		Determine Trust wide policies which reflect the Trust's ethos and values		✓	A			
		Determine academies' vision and strategy, agree key priorities and KPIs against which progress can be measured			A	✓	A	
		Determine academy level policies which reflect the academies' ethos and values		✓	A	✓	A	
		Approve budgets/spend		✓	A	A		
		Risk Management (Trust/Academies combined): establish register, review and monitor		✓	A	A		
		Engagement with stakeholders	✓	✓	✓	✓	✓	
		<i>Chief Executive Officer: Appoint and dismiss</i>		<i>Decision reserved for GDST Council: defacto Member of AT holds responsibility</i>				
		Academy Principals: Appoint and dismiss			✓			
		Academies' staffing structure: agree			A	✓	A	

	Area	Function	Members	ATB	CEO/AO	Principals	LGB	
<b>Holding to Account</b>	<i>Holding to Account</i>	Auditing and reporting arrangements for matters of compliance (e.g., safeguarding, H&S,): Agree		✓	A			
		Reporting arrangements for progress on key priorities: Agree		✓	A			
		Performance management of Principals: Undertake			✓			
		Trustee self-evaluation: Agree Arrangements		✓	A			
		LGB self-evaluation: Agree Arrangements					✓	A
		Undertake performance management of the Principals				✓		
		Undertake performance review of the academy (Annual School Review)	✓	A	✓			
		Undertake performance management of academy staff						✓
<b>Ensuring Financial Probity</b>	<i>Ensuring Financial Probity</i>	Trust's/Academies Scheme of Financial Delegation: Approve and Review		✓	A			
		Services provided to Academies: Ensure value for money and Approve (annual review)		✓	A			
		External auditors' report: Receive and Respond		✓	A			
		Managing the delegated budget and resources agreed by the Trust and monitored by the Local Governing Body					✓	A
		Academy Principal Pay Award: Approve			✓	A		
		Pay policy for academy staff: Approve			✓	A		
		Benchmarking and Academy Trust value for money: Ensure Robustness			✓	A		
		Develop Trust wide procurement strategies and efficiency savings programme				✓		
		Ensure compliance with the Academies Handbook (formerly Academies Financial Handbook)			✓			