

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.

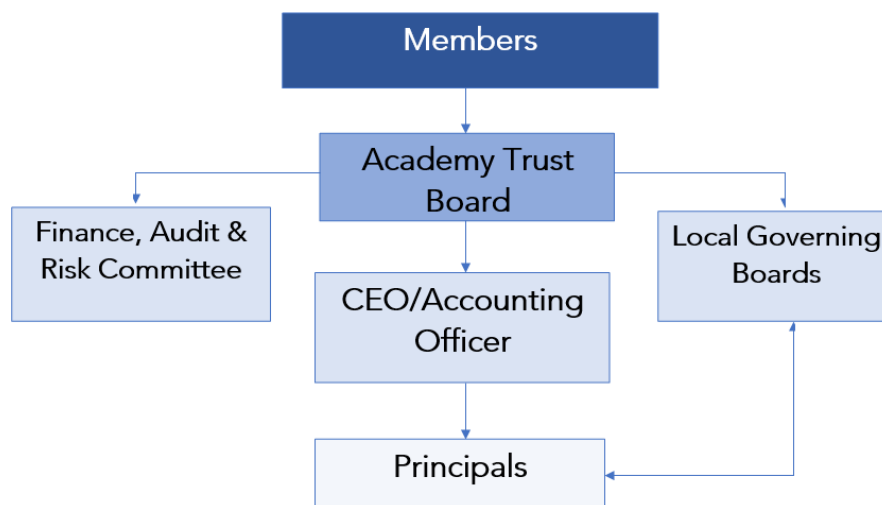
The scheme of delegation includes the following categories:

- Overview
- Governance Framework
- School Improvement and Reporting
- Curriculum and Quality of Teaching
- Ensuring Financial Probity
- People
- Risk Management
- Welfare and Child Protection
- Buildings and Maintenance
- Health and Safety
- Communications and Development
- Policies
- Inspection
- Complaints

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.

Date of last approval by the ATB: 8 November 2023

Area of Responsibility for Strategic Decisions

Overview

| Sponsor (GDST) | Academy Trust Board (ATB) | Local Governing Boards | Principals |
|---|---|---|--|
| Purpose | | | |
| <p>Makes Chair appointment to the ATB: may also appoint Trustees</p> <p>Ensures effective governance</p> <p>Ensures the Academies operate within the current legal framework</p> <p>Sets the ethos and vision for the Academies</p> <p>Broad financial oversight</p> <p>Ensures the effective use of funds as expected by the DfE</p> <p>Use evaluation to recommend training opportunities</p> <p>Annual focus on the performance of the Academies supported by a report on the ATB</p> <p>Provides support and guidance to ATB, LGBs and the Academies through shared staff expertise – HR, audit, governance, payroll, legal, ICT, Innovation & Learning and Development</p> | <p>Appoints Trustees</p> <p>Provides advice to the sponsor on the functioning of the academies</p> <p>Monitor the Academies' KPIs, in particular pupil progress and pupil attainment, providing challenge where appropriate.</p> <p>Monitor the implementation of the Academies' strategic plans.</p> <p>Delegates financial, audit and risk management to the ATB Finance Audit & Risk Committee</p> | <p>Provides focused support at a local level and act as a critical friend to the Principal</p> <p>Reviews on a regular basis the performance and progress of the Academy in areas including ethos and welfare, strategy, direction, vision and values, teaching and learning, pupil progress, staff development, financial compliance with the budget. Reports all such matters to the ATB on a regular basis.</p> <p>Promoting the Academy and fostering links with their local communities.</p> | <p>Leadership and management of the Academy.</p> <p>Advise the ATB on strategic direction, forward planning and quality assurance.</p> |

Area of Responsibility for Strategic Decisions

| Accountability | | | |
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| <p>Accountable to the DfE for the Academies' performance</p> <p>The GDST CEO holds the position of accounting officer</p> | <p>Accountable to the Sponsor.</p> | <p>Accountable to the ATB.</p> | <p>Accountable to the ATB.</p> |
| Commitment | | | |
| <p>Receives reports at regular GDST Council meeting on the progress of the academies</p> <p>Receives a detailed report and undertakes an annual review of the academies and Academy Trust</p> <p>One member of ATB or the GDST Council attends an Annual School Review for each academy.</p> | <p>One member of ATB (usually the relevant LGB chair) to be present at LGB meetings.</p> <p>Meet three times a year: one joint meeting at Trust Office, and one meeting at each academy for a detailed strategy session.</p> <p>One member of ATB or the GDST Council attends an Annual School Review for each academy.</p> <p>Finance, audit and risk oversight is delegated to the ATB Finance, Audit & Risk Committee, which meets four times per year: one to approve the annual accounts, one to approve the budgets, and two ordinary meetings.</p> | <p>Meets at least once each term in every academic year.</p> <p>Minutes to be taken at every meeting and made available to the ATB as soon as reasonably practical.</p> <p>LGB Chair attends the Annual School Review</p> | <p>Provide information in a timely fashion and as requested to the LGB and ATB to support their effective functioning.</p> <p>Attends the Annual School Review</p> |

Area of Responsibility for Strategic Decisions

Governance Framework

| ATB | Chief Executive Officer/Accounting Officer and Trust Office | LGB | Principal |
|--|--|---|---|
| <p>Accountable for meeting statutory requirements for governance arrangements</p> <p>Responsible for the ATB's own processes in line with the requirements set out in the governing documents (Articles of Association, and the Funding Agreement)</p> <p>Permitted to delegate certain responsibilities to the CEO/Trust Office and LGBs</p> <p>Agree upon strategy, direction, vision and values of each Academy with the Sponsor, LGB and Principals.</p> <p>Approve key performance indicators against which to monitor the implementation of strategy, long-term objectives, and academy performance</p> <p>Approve Committee appointments (including LGB Chairs)</p> <p>Approve role descriptions and Terms of Reference for trustees/chair/specific roles/committee members</p> | <p>Act on behalf of the ATB to enable it to discharge its duties in relation to statutory compliance and the performance of schools</p> <p>Provides support and guidance to ATB, LGBs and the Academies through shared staff expertise – HR, audit, governance, payroll, legal, ICT, Innovation & Learning and Development</p> <p>Provide the ATB and LGBs with guidance and advice to evaluate and improve processes and effectiveness, and monitor performance against the KPIs and strategic aims</p> <p>Assist the ATB and LGBs with training needs and with new Trustee induction</p> <p>Provide administrative assistance to the ATB (including meeting agendas and planning, minute-taking, reports)</p> <p>Evaluate the performance and effectiveness of LGBs (typically via</p> | <p>Responsible for the LGB's own processes in line with the requirements set out in the governing documents (Articles of Association, Funding Agreement and Terms of Reference)</p> <p>Responsible for recruitment and succession planning of LGB members in line with the requirements set out in the governing documents, to ensure good balance of skills and effectiveness</p> <p>Ensures that new LGB members have an appropriate local induction, and receive on-going training as benefits their role and responsibilities</p> <p>Involved in the recruitment process for the LGB Chair</p> <p>Responsible for carrying out regular reviews of its own effectiveness</p> | <p>Ensures that the Department for Education's Get Information About Schools database is updated with required governance information</p> <p>Ensures that the LGBs are provided with a Clerk to facilitate with the running of the LGB meetings and other related matters</p> <p>Works with the LGB on recruitment and succession planning of LGB members in line with the requirements set out in the governing documents, to ensure good balance of skills and effectiveness</p> <p>Works with the LGB to ensure that new LGB members have an appropriate local induction, and receive on-going training as benefits their role and responsibilities</p> <p>Involved in the recruitment process for the LGB Chair</p> <p>Responsible for developing and implementing the academy's long-term strategic plan and development/improvement plans</p> |

Area of Responsibility for Strategic Decisions

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| <p>Responsible for recruitment and succession planning of Trustees and LGB Chairs to ensure good balance of skills and effectiveness</p> <p>Make appropriate comments and recommendations to the sponsor on matters relevant to the academy's operation via regular reporting at GDST Council, and via an annual detailed report, considered by the GDST Council during an annual meeting</p> <p>Responsible for declaring any business interests or potential conflicts of interest</p> <p>Responsible for evaluating own effectiveness and procedures</p> <p>Responsible for ensuring new Trustees are suitably inducted, and that ongoing training requirements are met</p> <p>Evaluate the performance and effectiveness of LGBs (typically via the Annual School Review mechanism)</p> | <p>the Annual School Review mechanism)</p> | <p>LGB Chair provides an update on the LGB's business at each ATB meeting</p> <p>Responsible for declaring any business interests or potential conflicts of interest</p> <p>Support the Principal in the creation, implementation and monitoring of the academies' strategic plans.</p> <p>Provide challenge and constructive feedback and support for developing the academy's strategic plan and development/improvement plans</p> <p>Overview the outcomes of the Annual School Review to ensure target are met</p> | <p>Responsible for implementing the outcomes of the Annual School Review</p> <p>Report on the performance of the academy and student progress.</p> |
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Area of Responsibility for Strategic Decisions

School Improvement and Reporting

| ATB | Chief Executive Officer/Accounting Officer and Trust Office | LGB | Principal |
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| <p>Responsible for oversight and assurance of the academies' educational performance, and holding the Executive and Principal to account for the educational performance of pupils, and performance management of staff</p> | <p>As part of the Annual School Review, sets and reviews annual performance targets for the academies, relating to:</p> <ul style="list-style-type: none"> - the academy's vision and key development over the last 12 months - progress against the GDST's strategic - Progress against the 3-year operational plan - Staff engagement and well-being - Safeguarding compliance - GDPR compliance - Health and Safety compliance <p>Monitors the academies' response to recommendations of the last inspection</p> <p>Monitors pupils' progress and attainment</p> <p>Monitors pupils' progress and attainment in various groups of pupils (such as pupil premium, SEND, looked after children)</p> | <p>Supports the academy in its Annual School Review process</p> <p>Monitors and challenges the academy's performance against the outcomes of the Annual School Review</p> <p>Monitors and challenges the academy's response to recommendations of the last inspection</p> <p>Monitors and challenges pupil progress and attainment</p> <p>Monitors and challenges pupils' progress and attainment in various groups of pupils (such as pupil premium, SEND, looked after children) and the provisions and support made available to those pupils</p> | <p>Responsible for the evaluation of the academy, including strengths, weaknesses, opportunities and threats</p> <p>Responsible for implementing the outcomes and targets of the Annual School Review, and creating a plan of action to address these in a timely and strategic way</p> <p>Responsible for implementing the academy's response to recommendations of the last inspection</p> <p>Responsible for driving pupil progress and attainment</p> <p>Has a detailed understanding of the various groups of pupils (such as pupil premium, SEND, looked after children) and their progress within the academy, including support at individual pupil level where required</p> |

Area of Responsibility for Strategic Decisions

Curriculum and Quality of Teaching

| ATB | Chief Executive Officer/Accounting Officer and Trust Office | LGB | Principals |
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| <p>Responsible for the oversight of the curriculum as part of the overall strategy</p> | <p>Supports the development of the curriculum that delivers the strategy</p> <p>Provides advice on curriculum development and innovation, including teaching and learning, assessment practice, pastoral care and pupil guidance and extra-curricular activities.</p> <p>Provides casework advice on pupil-related issues, other than those relating to Exclusions, Admissions and SEN provision (advice on these will be obtained by the Legal Department from education law expert by GDST on behalf of the Academy Trust if requested).</p> <p>Provides advice on work experience and work-related learning</p> <p>Provides access to professional communities and Trust Consultant Teachers</p> <p>Provides advice and guidance on matters relating to public examinations and external assessment for qualifications within the Qualifications and Credit Framework</p> <p>Representation of the needs and concerns of the academies in those groups and bodies with which the GDST has an ongoing professional relationship</p> | <p>Challenge and support the academy in developing and implementing its curriculum policy and provision</p> <p>Challenge and support the academy in developing and implementing its co-curricular policy and provision</p> | <p>Drives the development of the curriculum that delivers the strategy</p> <p>Responsible for the quality of teaching in the academy</p> <p>Responsible for the development and implementation of the academy's curriculum policy</p> <p>Responsible for the development and implementation of the school's curriculum development and innovation, including teaching and learning, assessment practice, pastoral care and pupil guidance and extra-curricular activities.</p> <p>Responsible for monitoring and evaluation the impact of the academies' curricular and co-curricular provision</p> |

Area of Responsibility for Strategic Decisions

Ensuring Financial Probity

| ATB | Chief Executive Officer/Accounting Officer and Trust Office | LGB | Principal |
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| <p>The ATB Finance, Audit & Risk Committee (FAR) works with the Academy Trust Finance Director to set the annual budget for the Academies – which are subsequently approved by the ATB</p> <p>Approve and review the academies' Scheme of Financial Delegation</p> <p>Maintain robust financial oversight in accordance with the ESFA Academy Handbook. The FAR Committee meets four times a year to discuss and monitor the management accounts and these are also presented at each ATB meeting</p> <p>Consider and approve the budgets and three-year forecasts for submission to the ESFA</p> <p>Ensures the effective use of funds as expected by the DfE</p> | <p>Supports the academies with compliance with the Academies Handbook</p> <p>Provides financial advice and accounting services and payroll processing as set out in the GDST Academies Service Agreements</p> <p>Administration of the various pensions schemes</p> <p>Prepare the consolidated GDST annual accounts for submission</p> <p>Develop Trust-wide procurement strategies and efficiency savings</p> | <p>Monitors the implementation of the budget assigned by the ATB and report regularly to the ATB on progress against it through the prompt circulation of meeting minutes to the ATB.</p> <p>Supports the Principal in identifying opportunities for further income generation and/or cost saving</p> | <p>Responsible for ensuring regulatory and the economic, efficient and effective use of resources.</p> <p>Managing the delegated budget and resources agreed by the ATB and monitored by the Local Governing Body</p> <p>Responsibility for the administration of the financial affairs of the academy</p> <p>Works with the LGB and Director of Finance and Operations to prepare the budget and three-year forecasts</p> <p>Filing of the annual accounts as appropriate</p> <p>Cooperates with the findings of the external auditors and implements reasonable recommendations</p> <p>Responsible for the local maintenance of assets and appropriate registers</p> <p>Responsible for the annual completion and submission of the Resource Management Checklist</p> |

Area of Responsibility for Strategic Decisions

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| <p>GDST Services to the Academies: ensure value for money and approval arrangements via the ESFA</p> <p>Approve the annual accounts for consolidation with the GDST annual accounts</p> <p>Receive and respond to the external auditor's report</p> <p>Reviews and approves the submission of the Resource Management Checklist annually</p> | | | |
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Area of Responsibility for Strategic Decisions

People

| ATB | Chief Executive Officer/Accounting Officer and Trust Office | LGB | Principal |
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| <p>Responsibility for the appointment and removal of the Trustees, LGB Chair, and Clerk to the ATB</p> <p>Determine terms and conditions of service for staff (the Academy 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 LGB, Principal and staff groups where appropriate)</p> <p>Approves targets and pay/bonus review for the Principals</p> | <p>Provides access to (and adaptation of) HR policy framework; notification and guidance on policy changes arising out of changes to UK law or newly issued guidance on best practice</p> <p>Provides specialist advice and support on all employment matters for the academies' Senior Leadership Teams as set out in the GDST Academies Service Agreements</p> <p>Provides access to the Employee Assistance Programme for all GDST Academy staff</p> <p>Access to specialist medical advice where necessary through the Occupational Health provider (by explicit agreement between the Principal, Deputy Principal or Finance Director and the HR Director or nominated Deputy).</p> <p>Provides advice on processing paperwork for new starters, leavers and staff pay changes</p> <p>Provides opportunities for staff to apply for secondments and comparable professional development experiences as set out in the GDST Academies Service Agreements</p> <p>Responsible for leading the appointment of the Principal</p> | <p>LGB Chair contributes to the appointment of the Principal in close consultation with the Executive</p> <p>Supports the Principal in contributing to the appointment process for senior leadership posts, where invited to do so</p> <p>Supports the Principal with staff restructure plans</p> | <p>Advise the ATB and LGB on the appointment of the Deputy Principal and other such senior posts</p> <p>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 GDST's stated policies and procedures and best practice for HR and recruitment</p> <p>Responsible for the maintenance of the academy's Single Central Record and statutory compliance with safer recruitment requirements</p> <p>Consults with the LGB on any staff restructure plans</p> <p>Responsible for maintaining a structured approach to succession planning at academy level</p> <p>Ensures that staff are able to benefit from the training opportunities offered by the GDST as set out in the GDST Academies Service Agreements</p> <p>Undertakes an annual appraisal with the Chief Executive officer</p> |

Area of Responsibility for Strategic Decisions

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| | <p>Provides training for members of the ATB and the LGBs where required as set out in the GDST Academies Service Agreements</p> <p>Undertakes an annual appraisal with the Principal, and agrees targets</p> | | |
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Area of Responsibility for Strategic Decisions

Risk Management

| ATB | Chief Executive Officer/Accounting Officer and Trust Office | LGB | Principal |
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| <p>Risk management falls under the delegated responsibility of the ATB FAR Committee:</p> <p>The ATB FAR Committee provides oversight, assessment and review of the controls and procedures which management has put in place in order to gain assurance that the finances of the ATB and its academies are prudently and effectively managed, and, that financial and non-financial risks are identified and mitigated</p> <p>The ATB FAR reviews the Risk Register at each meeting</p> <p>The ATB receives the minutes of the ATB FAR Committee at each meeting and the Chair provides an update of business discussed</p> <p>The ATB receives an annual report from the Chair of the Committee</p> <p>The ATB reviews the Risk Register independently on an annual basis in line with the Academies Handbook</p> <p>The ATB FAR Committee reviewed the performance of the external auditor on an annual basis and makes a recommendation to the ATB</p> | <p>The GDST Head of Internal Audit undertakes annual risk-based internal audit reviews and reports back to the ATB FAR Committee on assurance work undertaken throughout the year (Including GDST's contracted internal audit partners) The scope and authority of internal audit work is set out in the GDST's Internal Audit Charter</p> <p>The GDST Head of Internal Audit provides an annual internal scrutiny report for submission to the ESFA</p> <p>The GDST Head of Internal Audit leads on matters of fraud, including providing anti-fraud training materials, supporting the academies with fraud investigations and liaising with the ESFA if fraud exceeds reportable thresholds</p> <p>Best practice is shared with the academies on the maintenance of the Risk Register</p> | <p>Oversees risk management at a local level</p> | <p>Responsible for risk management at the academy, including the maintenance and regular review of the risk register, and for building a culture of risk management within the academy staff</p> |

Area of Responsibility for Strategic Decisions

Welfare and Child Protection

| ATB | Chief Executive Officer/Accounting Officer and Trust Office | LGB | Principal |
|---|---|---|--|
| <p>Approves the safeguarding and child protection policy and procedures on an annual basis to ensure that appropriate action is taken in a timely manner to safeguarding and promote children's welfare</p> <p>Receives and monitors information in relation to pastoral and safeguarding matters at each meeting</p> | <p>Ensures all Trustees have appropriate child protection checks upon appointment</p> <p>Provides safeguarding and child protection guidance and model policies in line with statutory and non-statutory national guidance, such as Keeping Children Safe in Education</p> <p>Carries out safeguarding audit visits to monitor compliance</p> <p>Provides training and termly support meetings across the GDST network for Designated Safeguarding Leads and relevant staff, and provides supervision for DSLs.</p> | <p>Receives and monitors information in relation to pastoral and safeguarding matters on a termly basis, including reports of incidents and staff training</p> <p>Appoints a member of the LGB to act as Nominated Safeguarding Governor</p> <p>Undertakes safeguarding training</p> <p>Monitors, supports and challenges the welfare and child protection in the academy, including exclusions, serious disciplinary incidents, and behaviour</p> <p>Identifies any trends and patterns in welfare/pastoral and safeguarding matters and refers these to the ATB (via the LGB Chair)</p> | <p>Responsible for safeguarding and child protection within the academy including the appointments of DSL and Deputy DSL</p> <p>Responsible for ensuring that the safeguarding policies and procedures are implemented at academy level</p> <p>Responsible for the maintenance of good order and discipline by the pupils including their suspension and/or exclusion within the framework approved by the LGB</p> <p>Responsible for providing reports on welfare and child protection to the LGB and to the ATB</p> <p>Identifies any trends and patterns in welfare/pastoral and safeguarding matters and refers these to the ATB (via the LGB Chair)</p> |

Area of Responsibility for Strategic Decisions

Buildings and Maintenance

| ATB | Chief Executive Officer/Accounting Officer and Trust Office | LGB | Principal |
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| <p>The GDST owns the freehold of the academy buildings and leases these to the Academy Trust</p> <p>Reviews and approves capital project proposals</p> | <p>Provides the academies with professional support, challenge and advice relating to the management of the buildings and estates as set out in the GDST Academies Service Agreements</p> <p>Responsible for monitoring compliance with statutory regulations relating to premises and accommodation</p> | <p>Monitors planned and approved capital works</p> <p>Assists the Principal in developing capital expenditure and large-scale maintenance works</p> | <p>Responsible for the maintenance of the academy and its facilities, with support from Trust Office</p> <p>Responsible for developing capital expenditure and large-scale maintenance works</p> <p>Review and report to the ATB and relevant committees on proposals for planned capital works, seeking approval</p> |

Area of Responsibility for Strategic Decisions

Health and Safety

| ATB | Chief Executive Officer/Accounting Officer and Trust Office | LGB | Principal |
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| <p>Receives annual health and safety reports from the GDST's Health and Safety advisers</p> <p>The ATB FAR Committee receives and reviews the Health and Safety assurance dashboard for each academy twice per year</p> | <p>Provides advice from GDST's Health and Safety team on any health and safety issues arising at the Academies, including statutory compliance</p> <p>Provides regular visits from one of the GDST Health and Safety advisers</p> <p>Provides free participation for GDST Academy staff in H&S training and e-learning modules, access to (and use of) various H&S systems as set out in the GDST Academies Service Agreements</p> <p>The GDST Academies are included in the GDST programme of external Health and Safety audits and Fire Risk Assessments</p> <p>Reviews assurance dashboards at the GDST Health and Safety Committee on a termly basis</p> | <p>Monitors, supports and challenges the health and safety performance at the academy</p> | <p>Accountable for health and safety performance within the academy</p> <p>Responsible for implementing the health and safety policies at the academy</p> <p>Ensure that staff receive sufficient training and instruction to meet statutory requirements</p> <p>Responsible for providing reports on health and safety matters to the LGB</p> |

Area of Responsibility for Strategic Decisions

Communications and Development

| ATB | Chief Executive Officer/Accounting Officer and Trust Office | LGB | Principal |
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| <p>Sets a clear vision, strategy and long-term objectives for the academies' communications and development plans</p> | <p>Provides communications and development advice as set out in the GDST Academies Service Agreements, including:</p> <ul style="list-style-type: none"> • Free participation in the GDST Alumnae Network for students and staff and access to GDST-wide events, activities and opportunities including scholarships and prizes, for students • Media relations advice and support • Marketing advice and support, • Website, digital and social media advice and support (where not otherwise covered in the separate ICT services agreement) <p>Provides ICT Services to the academies, as set out in the GDST Academies ICT Services Agreement</p> | <p>LGB Chair, in conjunction with the Principal, ensures that all LGB members have the information they require to be well informed about the academy</p> <p>LGB Chair, in conjunction with the Principal, is responsible for ensuring the views of the LGB are communicated to the ATB and Trust Office</p> <p>Ensures that the activities of the LGB are communicated to the school community</p> <p>LGB Chair feeds into each ATB meeting with any recent developments of LGB business</p> | <p>In conjunction with the LGB Chair, ensures that all LGB members have the information they require to be well informed about the academy</p> <p>In conjunction with the LGB Chair, is responsible for ensuring the views of the LGB are communicated to the ATB and Trust Office</p> <p>Ensures good communication of priorities to the school community</p> <p>Ensures that the minutes of the LGB are provided to the ATB and Trust Office as soon as reasonably practicable</p> |

Area of Responsibility for Strategic Decisions

Policies

| ATB | Chief Executive Officer/Accounting Officer and Trust Office | LGB | Principal |
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| <p>Review and approve on an annual basis the Safeguarding policy and Procedures</p> <p>The ATB FAR Committee reviews and approves polices including the Whistleblowing Policy, Reserves Policy, Conflicts of Interest Policy, Procurement Policy, and Financial Delegations Policy</p> | <p>A number of policies are set and shared centrally by Trust Office</p> <p>Development of exemplar policies, procedures and guidance</p> | <p>Ensures adherence to a regular review of academy policies</p> <p>Reviews and approves academy policies</p> | <p>Responsible for the regular updating of academy policies and procedures and presents these to the LGB for approval where required</p> <p>Ensures that academy policies are adhered to and adopted into the academy culture</p> |

Area of Responsibility for Strategic Decisions

Inspection

| ATB | Chief Executive Officer/Accounting Officer and Trust Office | LGB | Principal |
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| <p>Receives inspection reports</p> <p>Receives recommendations regarding proposed actions to address key issues where an academy is found to be inadequate or requiring improvements</p> | <p>Provides support to the academy during and after inspections</p> | <p>Understand the requirements of the inspection process and provides support to the Principal</p> <p>Responsible for engaging fully with the inspection process as required</p> | <p>Responsible for ensuring that all academy staff and the LGB understand the requirements of the inspection process</p> <p>Responsible for engaging with any outcomes of the inspection process and communicating the outcome to parents, carers and guardians, and academy staff</p> |

Area of Responsibility for Strategic Decisions

Complaints

| ATB | Chief Executive Officer/Accounting Officer and Trust Office | LGB | Principal |
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| <p>Ensure that a suitable complaints policy is in place</p> <p>Receive and where appropriate investigate complaints about an LGB Chair</p> <p>Receive and pass on to the relevant executive any complaints from the Department of Education, the Education and Standards Funding Agency, Ofsted, and similar bodies—accountable for ensuring investigation of any complaints, chairing the appropriate hearing or appeal panel</p> | <p>Put in place a suitable complaints policy and procedure</p> <p>Provide guidance and model policies/procedures on complaints handling</p> <p>Ensure any complaints received Trust Office are directed to the appropriate person</p> <p>Provide Legal advice on education issues including parental complaints, allegations of negligence, issues relating to duty of care (school trips, child protection, alleged bullying, medical issues etc.), exclusions, admissions and special educational needs.</p> <p>Provide access to external advice in relation to specialist legal issues (exclusions, admissions, employment tribunals or special educational needs tribunals) which may be procured from third parties by the GDST and charged at cost by prior agreement with the Academy.</p> | <p>Responsible for monitoring complaints</p> <p>Responsible for managing and hearing any appeals as part of the complaints process</p> | <p>Responsible for responding to and dealing with complaints (in conjunction with support from Trust Office where required)</p> <p>Updates the LGB on complaints received</p> |