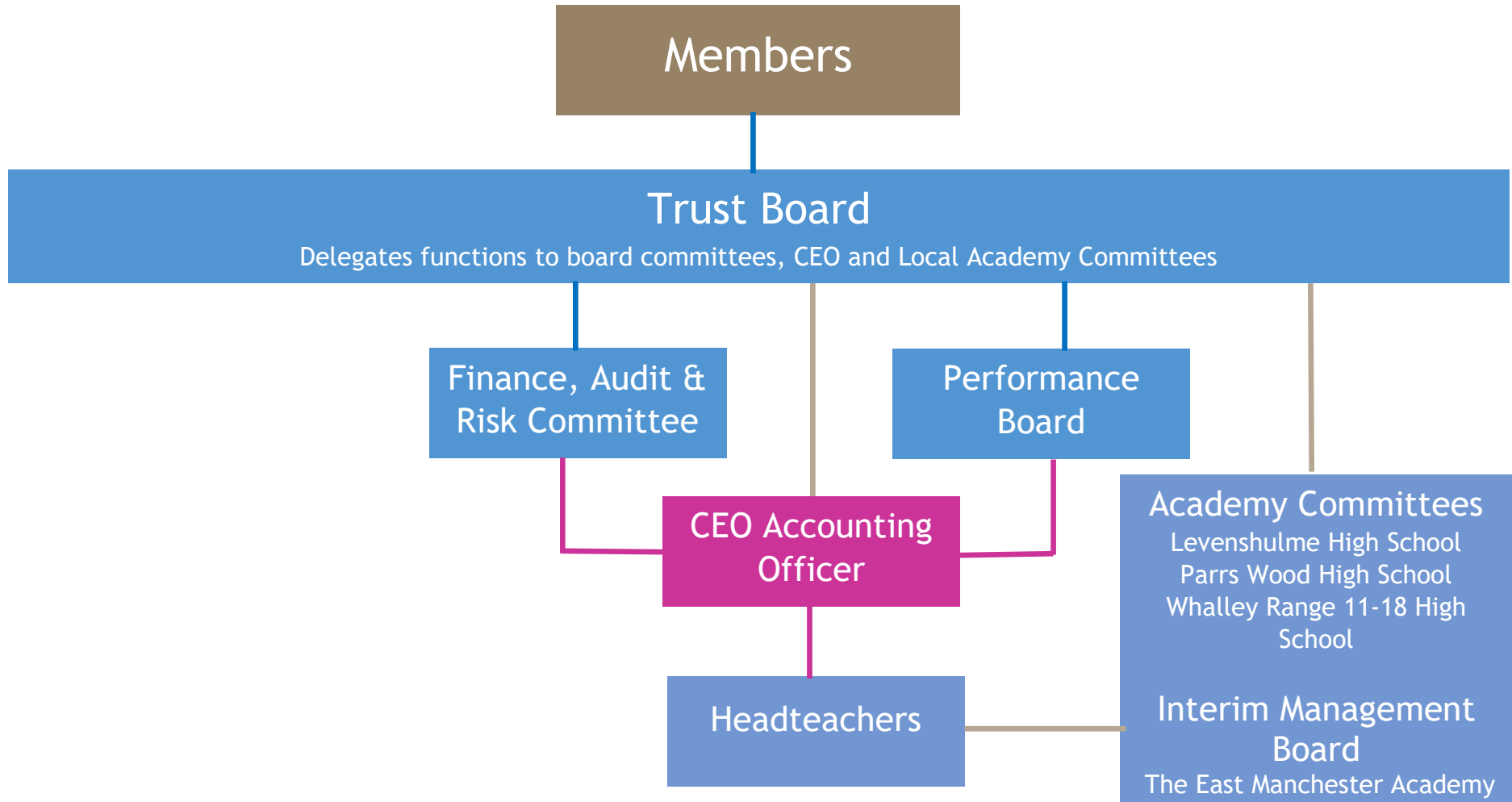




Greater Manchester Education Trust Scheme of Delegation

Reviewed and adopted on 22.10. 2022

Trust Governance Structure



Lines of Accountability

- The Trust Board (TB) is responsible for the three core governance functions (see below).
- The TB appoints the Chief Executive Officer (CEO), to whom it delegates responsibility for delivery of its vision and strategy, and will hold the CEO to account for the conduct and performance of the Trust, including the performance of the academies within the Trust, and for its financial management.
- In turn, the CEO line manages other senior executives and the academies' headteachers, setting their targets and performance managing them.
- The TB has overall responsibility for progress and attainment, financial affairs and the use of resources efficiently to maximise outcomes for pupils. It delegates, currently, authority for Audit, Finance and Resources to the Finance & Audit Committee. As a TB committee, at least three trustees must sit on it.
- The TB delegates some of its academy level monitoring and scrutinising functions to Local Academy Committees (LACs) and uses these committees to promote stakeholder engagement and as a point of consultation and representation. Trustees do not need to sit on Academy Committees and so lines of communication to the board of trustees must be clearly established. The CEO is likely to seek input from the chair of the LAC when undertaking the headteacher's performance management.
- At present an Interim Management Board (IMB) remains in place for TEMA, replacing the Local Academy Committee for that school. The purpose, functions and delegated responsibilities and authority for that board are detailed in its terms of reference which are included later in this document.
- As the headteacher is line managed by the CEO, the LAC no longer carries out the governance function of holding the headteacher to account. However, they must be confident that the Trust's performance management systems are working well, and if not, how they can make the Trust aware of their concerns. This arrangement will also affect the LAC's role in Ofsted inspections.

The role and responsibilities of the Members

- The Members of the Trust are guardians of the governance of the Trust and as such have a different status to Trustees. Originally, they will have been the signatories to the Memorandum of Association and will have agreed the trust's first Articles of Association (the legal document which outlines the governance structure and how

the Trust will operate). The Articles of Association will also describe how Members are recruited and replaced, and how many of the Trustees the Members can appoint to the trust board. The Members appoint Trustees to ensure that the Trust's charitable object is carried out and so must be able to remove Trustees if they fail to fulfil this responsibility. Accordingly, the Trust Board submits an annual report on the performance of the Trust to the Members. Members are also responsible for approving any amendments made to the Trust's Articles of Association.

- There must be at least three Members, although the DfE prefer at least five, and while Members are permitted to be appointed as Trustees, in order to retain a degree of separation of powers between the Members and the Trust Board, and in line with DfE expectations, not all Members should be Trustees. Members are not permitted to be employees of the Multi Academy Trust (MAT).

The role and responsibilities of the Trustees

- The MAT is a charitable company and so Trustees are both Charity Trustees (within the terms of section 177(1) of the Charities Act 2011) and Company Directors. Because Trustees are bound by both charity and company law, the terms 'Trustees' and 'Directors' are often used interchangeably.
- The Trustees are responsible for the general control and management of the administration of the Trust, and in accordance with the provisions set out in the Memorandum and Articles of Association and its funding agreement, it is legally responsible and accountable for all statutory functions, for the performance of all academies within the Trust, and must approve a written Scheme of Delegation of Financial Powers that maintains robust internal control arrangements. In addition, the TB must carry out the three core governance functions, which are to:
 - Ensure clarity of vision, ethos and strategic direction
 - Hold executive leaders to account for the educational performance of the Trust's schools and their pupils, and the performance management of staff
 - Oversee the financial performance of the Trust and make sure its money is well spent

- The TB has the right to review and adapt its governance structure at any time which includes removing delegation.

The role and responsibilities of Trust Board Committees

- The TB establishes committees to carry out some of its governance functions which may include making decisions, although any decisions made will be deemed decisions of the Trust Board. The membership responsibilities of Board Committees are set out in the committees' terms of reference. The TB appoints Board Committee Chairs and Committee members according to their skills.
- The Multi Academy Trust Handbook makes it clear that the Trust Board 'should have a Finance Committee to which the board delegates financial scrutiny and oversight'. In this Trust the Finance Committee incorporates Audit as our income does not exceed the threshold for a separate committee to be required.

The role and responsibilities of the Chief Executive Officer (CEO)

- The CEO has the delegated responsibility for the operation of the Trust including the performance of the trust's academies and so the CEO performance manages the academy Headteachers. As there is the delegation of some governance functions to Academy Committees, this is usually with the Academy Committee Chair alongside.
- The CEO is the accounting officer so has overall responsibility for the operation of the Academy Trust's financial responsibilities and must ensure that the organisation is run with financial effectiveness and stability; avoiding waste and securing value for money.
- The CEO leads the executive management team of the Academy Trust. The CEO will delegate executive management functions to the executive management team and is accountable to the Trust Board for the performance of the executive management team.

The role and responsibilities of the Local Academy Committees

- The Trustees establish Academy Committees to carry out some of its school level governance functions although, as Trustees are not required to sit on Academy Committees, decision making is limited. The Trustees will confirm the Chair/Vice Chair appointment and ensure that at least two parents are appointed to the Academy Committee.
- Delegated functions and duties include:
- Building an understanding of how the school is led and managed and ensuring that it is conducted in accordance with Trust ethos, values and strategic direction
- Monitoring whether the school is:
 - Working within agreed policies
 - Is meeting the agreed targets, in particular for student outcomes, behaviour and attendance and with particular regard for disadvantaged students and those with special educational needs and/or disabilities
 - Managing its finances well within the budget set by the Trust Board
 - Managing the school budgets and variances that arise in year and have a solid understanding of the school budget and associated financial KPIs against ESFA benchmarks.
 - Accountable for curriculum led financial planning ICLFP
 - Implementing statutory compliance and risk management
- Engaging with stakeholders and assuring itself of their views on key aspects of school life
- Being a point of consultation and representation
- Reporting to the board
- Determining the extent to which all children, including those with special educational needs and/or disabilities and those who come from disadvantaged backgrounds, have access to a broad and balanced curriculum
- Monitoring implementation of safeguarding, including through reporting from the Designated Safeguarding Lead and checking the SCR. Communicating any identified concerns to the Trust Board

- Monitoring and challenging implementation of SEND policy and the provision for and performance of SEND students
- As a committee of the board, delegation can be removed at any time.

The role and responsibilities of Academy Headteachers

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

This Scheme of Delegation aims to clarify:

- What the Local Academy Committees of the Trust will continue to deliver
- Where Trustees will support the Local Academy Committee in delivery
- Where the Trust will determine delivery

and sets out the Trust's approach to delegations between the different layers of governance within the Trust. It is a delegation by the Trustees under Article 105 of the Articles of Associations of certain powers and/or functions as detailed below.

The Scheme of Delegation should be read in conjunction with the Trust's Committee Terms of Reference and may only be altered or revoked by the Trustees.

The Trust's Scheme of Financial Delegation is set out in a separate document and supplements this document in respect of the delegation of financial powers and the operation of robust internal controls.

The Scheme is divided into five sections as follows:

- Strategy & Leadership;
- Standards
- Policy & Compliance
- Personnel & Operations.
- Finance

The phrases used within have the following meanings:

Comply: the individual/group will follow agreed/GMET policies and procedures.

Consult: the individual/group that should be consulted as part of the process of completing a particular task.

Deliver: the individual/group that has responsibility for undertaking the particular task delegated to them and reporting on its delivery at suitable intervals. In the case of the CEO this will be at Trust level. In the case of the Headteacher this will be at Academy level.

Determine: the individual/group that has primary responsibility for ensuring the particular task is completed and determining how the Trust and/or Academies (as appropriate) should undertake the task including determining appropriate milestones and targets to be reported against.

Develop: the individual/group that has responsibility for developing proposals relating to a task for discussion and approval by the appropriate decision-making individual/group.

Recommend: the individual/group that should make recommendations as to how a particular task should be completed. In the case of:

- the CEO they will be making recommendations to the Board and/or LACs (as appropriate)
- the LAC they will be making recommendations in relation to their Academy to the Board, CEO and/or Headteacher (as appropriate)
- the Headteacher they will be making recommendations in relation to their Academy to the CEO and/or LAC (as appropriate).

Report: the individual/group that has responsibility for reporting on the delivery of tasks. In the case of:

- the CEO they will be making reports to the Board and/or LAC (as appropriate)
- the LAC they will be making reports in relation to their Academy to the Board and/or CEO (as appropriate)
- the Headteacher they will be making reports in relation to their Academy to the CEO and/or LAC (as appropriate).

Review: the individual/group that has responsibility for reviewing whether a particular task is being carried out satisfactorily and where appropriate requiring action to be taken to ensure task is delivered appropriately. In the case of:

- the Board they will be reviewing the CEO and/or LAC (as appropriate)
- the CEO they will be reviewing the Headteacher
- the LAC they will be reviewing the Headteacher and his/her leadership team.

Support: the individual/group that should support completing a particular task.

STRATEGY & LEADERSHIP	Trustees	CEO	LAC	Headteacher
Set strategic objectives of the Trust & Academies	Determine - for the Trust & Academies	Develop in consultation with LAC & Headteacher	Recommend	Consult LAC- in the case of their Academy
Deliver strategic objectives of the Trust & Academies	Review	Deliver	Review	Deliver
Academy Development Plan - for each Academy in line with strategic aims of the Trust	Determine - the Trust wide Development Plan in consultation with the appropriate LAC & Headteacher	Deliver - drafting and agreeing the Trust wide Development plan and the Academies Development Plans, incorporating key objectives	Recommend - Academy Development Plan to the Board	Work with the CEO in producing Academy Development Plan Review Academy Development Plan
Curriculum - setting the curriculum for the Academies and reviewing its effectiveness	Determine - curriculum and standards Review - effectiveness of the curricula across Trust	Consult with LAC/Headteacher Recommend Review	Consult Review	Consult with CEO Deliver
Prepare terms of reference for LACs and Committees	Deliver Review - annually	Develop	Deliver	
Training programme for trustees and governors	Deliver	Develop	Consult Develop Deliver	

STRATEGY & LEADERSHIP	Trustees	CEO	LAC	Headteacher
Media and PR - overseeing public relations activities to project the activities of the Trust and the Academies to the wider community	Review & determine	Deliver - Trust wide activities	Comply Deliver- academies	Comply
Academy Prospectus and website		Review	Deliver	Recommend
Trust Prospectus and website	Review	Deliver		
STANDARDS	Trustees	CEO	LAC	Headteacher
Scrutiny - review & challenge progress of the Trust and its academies against its strategic objectives and KPIs	Review - progress of the Trust & Academies	Report Review- reports from the LACs/ Headteachers	Review - progress of the Academy Report - progress to the CEO & Board	Report - progress of the Academy to the LAC & CEO
Key Performance Indicators - setting and reviewing the performance of the Trust & the Academies	Determine - Trust wide and Individual Academy KPIs Review performance against KPIs	Consult - with the LACs and propose KPIs to the Board Receive reports - from the LACs and report performance against KPIs	Recommend - targets for performance of the Academy to the CEO Review - performance of the Academy and report to the CEO Deliver - holding leadership to account for delivery against KPIs	Deliver - performance of the Academy against KPIs Report - performance of the Academy to LAC and committees/CEO

STANDARDS	Trustees	CEO	LAC	Headteacher
<p>Review - considering and evaluating performance of the Academies by:</p> <ul style="list-style-type: none"> ▪ reviewing progress against agreed KPIs ▪ holding each academy's leadership to account for academic performance, quality of care and quality of provision ▪ monitoring the overall effectiveness and efficiency of leadership and management at the Academies ▪ receiving reports on the quality of teaching and learning and making recommendations to the Board <p>Reviewing the aims and priorities for raising standards of achievement in each of the Academies' strategic plans.</p>	Review	Deliver	Deliver	Report

STANDARDS	Trustees	CEO	LAC	Headteacher
Self-evaluation - carrying out the self-evaluation process and the areas for improvement with particular regard to outcomes and success criteria.	Review	Consult Deliver Trust SEF	Review	Deliver Academy SEF
Quality of Teaching - ensuring appropriate levels of support, challenge and intervention to deliver educational outcomes	Review	Deliver - supporting the Academies and intervening where appropriate	Review - at the Academy	Review/deliver - management of staff to ensure teaching and learning objectives are met Report- strengths and concerns in the quality of teaching to LAC and CEO
Pupil Premium & Grants - reviewing and challenging the value for money of the Pupil Premium and similar grant funding in terms of use of funding, impact on outcomes and narrowing the achievement gap	Review	Report - to Board effectiveness of use of funding across Trust	Determine & Review - how Pupil Premium & similar funding is spent at the Academy	Deliver Report - on effectiveness of use of disadvantaged funding

STANDARDS	Trustees	CEO	LAC	Headteacher
Safeguarding - including ensuring each Academy has appointed a Designated Safeguarding Lead, ensuring compliance with statutory guidance and maintenance of single central record.	Review	Review	Deliver	Deliver
Ofsted Inspections Trust Support - <ul style="list-style-type: none"> ▪ Board will liaise with Ofsted where MAT is inspected it will assist with an Academy inspection. ▪ CEO will ensure Trust is prepared for inspection and manage the process from a Trust perspective where the impact of the Trust is under review ▪ CEO will support LACs and Headteachers for individual Academy inspections 	Deliver	Deliver	Support	Support
Ofsted Inspections: Academies	Review	Support	Deliver	Deliver
Student issues (including attendance, exclusions, punctuality and disciplinary matters for each Academy)	Review	Review delivery Report to Board Support- as necessary - personnel	Receiving reports from the Headteacher Report any material issues to the Board and the CEO	Deliver - ensuring student issues are dealt with in accordance with Trust and Academy Policies Report - to the LAC on any material issues

POLICY & COMPLIANCE	Trustees	CEO	LAC	Headteacher
Compliance: Funding Agreement - comply with all obligations including the Academies Financial Handbook	Review	Deliver	Comply	Comply
Compliance: Regulatory - with all regulations affecting the Trust (including all charity law, company law, employment law and health and safety)	Review	Deliver Report - to Board	Review	Deliver Report - to LAC & CEO
Compliance: Financial Oversight - ensuring that there are appropriate financial controls so that there is regularity, probity and value for money in relation to the management of public funds	Determine - policies to ensure compliance Review	Deliver with CFO Report - to Board	Review	Deliver Report - to LAC & CEO/CFO
Compliance - completing the register of business interests and put in place a procedure to deal with any conflicts of interest and connected party transactions	Determine - policies to ensure compliance Deliver	Review	Deliver	Comply with Trust Wide Policy
Policies	Determine (Trust-wide/central policies)	Deliver - presenting policies to the Board for approval following review with HT group/JCNC Report - material non-compliance to the Board	Review - receive all policies approved by the Board and review Academy specific policies	Comply - with Trust-wide policies Deliver - presenting Academy specific policies for approval by the LAC Report - non-compliance to the LAC and the CEO

Set admissions policy	Determine	Develop	Deliver	Comply
Admission decisions			Recommend	Deliver
POLICY & COMPLIANCE	Trustees	CEO	LAC	Headteacher
Collective worship arrangements for school without religious character			Review	Deliver
Academy Hours - setting the opening and closing times for the Academies	Determine - in consultation with LACs		Consult - with the Board	Comply
Term Dates, INSET dates and length of school day	Determine - in consultation with LACs		Consult - with the Board	Comply
School lunch - ensure provided to appropriate nutritional standards			Review	Deliver
Provision of free school meals to those meeting criteria			Review	Deliver
Financial Policies -establishing of scheme of delegation and policies and procedures to ensure compliance with the Trust's financial and reporting requirements	Determine	Review (with CFO & HT Group)- compliance with policies Report - any issues or non-compliance to the Board	Review delivery - compliance with policies Report - any issues or non-compliance to the CEO	Review with CEO/CFO Deliver - comply with Trust finance policies

Corporate Risk Register	Determine	Deliver - management of corporate risk register	Review - Academy risk register	Deliver - management of Academy risk register
Investments - agreeing the investment policy in line with the Academies Financial Handbook and any internal polices and controls	Determine and review delivery	Deliver	Review	Comply
POLICY & COMPLIANCE	Trustees	CEO	LAC	Headteacher
Setting trust wide procurement policies (for suppliers including auditors, HR and payroll providers and solicitors) in accordance with the Funding Agreement, Academies Financial Handbook and the Trust's procurement policy	Determine	Deliver	Comply	Comply
Setting academy specific procurement policies - in accordance with the Funding Agreement, Academies Financial Handbook and the Trust's procurement policy	Determine	Review	Deliver - in accordance with Trust policy	Recommend
Reviewing discipline and grievance policy	Review delivery	Recommend	Review - in line with Trust policy	Deliver

PERSONNEL & OPERATIONS	Trustees	CEO	LAC	Headteacher
Appointing Trust Executive roles	Deliver	Consult		
Appointing the Principals at each Academy	Deliver -approve in consultation with the CEO/ LACs	Determine - sit on appointment panel along with min. two representatives of the relevant LAC	Recommend - [min. two representatives] to sit on the appointment panel with the CEO (as chair)	
Appointing of Cross-Trust Staff (in line with recruitment policy)	Review	Deliver Consult HT group Report to the Board	Stakeholder panel included in appointment process	
Appointing Academy Staff		Consult - on DHT positions or equivalent	Appoint (in consultation with the Headteacher)	Recommend
Establishing Trust wide HR Policies (including recruitment, discipline, capability, grievance and absence policies) in accordance with all appropriate regulations. To be ratified at JCNC	Determine Review	Comply	Review	Comply
Setting Appraisal & Performance Management Policy together with pay reviews (in line with the Trust's pay and Appraisal policies and all statutory regulations)	Determine. Review - in respect of CEO Receive academy reports - in respect of	Deliver/Review - in respect of Headteachers /cross Trust staff (and any appeals	Comply - with policy Consult with CEO in respect of HTs	Review - in respect of all other staff

	<p>appraisal arrangements and outcomes</p> <p>Review - any appeals in respect of Headteachers or cross Trust staff, threshold staff</p>	<p>from Academy staff)</p> <p>Review - and Report - (annually) to the Board on appraisal arrangements and outcomes</p>	<p>Review - any appeals in respect of all academy staff</p>	<p>Report - annually to the CEO on appraisal arrangements and outcomes</p>
<p>Setting Terms and Conditions of Employment and Staff Handbook</p>	<p>Determine - and consider any proposals by LACs to make amendments</p>	<p>Recommend</p>	<p>Consult - with CEO & report to Board on any suggested changes to the Academy's terms and conditions</p>	<p>Comply</p>
<p>Dismissal (suspension) CEO, Cross -Trust staff, Headteachers/ senior staff (in accordance with Trust Disciplinary and Capability policies)</p>	<p>Determine</p> <p>Review - in respect of the CEO</p>	<p>Determine & deliver - in respect of Cross-Trust/Exec staff Headteachers, and senior leadership teams of the Academies</p> <p>Report - any dismissals to the Board</p>	<p>Review & consult- with CEO in respect of the Headteacher & senior leaders of the Academy</p>	<p>Consult with LAC and CEO in case of SLT</p> <p>Deliver - in respect of non-SLT academy staff</p>

PERSONNEL & OPERATIONS	Trustees	CEO	LAC	Headteacher
Dismissal (suspension) all other staff (in accordance with the Trust Disciplinary and Capability policies)		Review Report - to the Board	Review & deliver (in consultation with the CEO & HT) Report - to CEO	Consult Comply
Appointments of Trustees and Governors - ensuring processes in place for appointment of trustees (including ensuring that the Trustees and Governors have the skills balance to run the Trust and the Academies across all relevant phases)	<p>Determine - policies and criteria for the selection of Trustees and Governors</p> <p>Determine & Deliver - LAC Governance in case where IEB required</p> <p>Review - the Board's own performance</p> <p>Review - performance of the LACs</p>	<p>Report - to the Board on the performance of the LACs</p> <p>Review - annually the size, structure, composition and skills balance of LACs</p> <p>Recommend - if appropriate changes to the size and composition of the LACs</p> <p>Consult - with LACs on training and skills requirements</p>	<p>Review - procedures for the election of staff and parent governors to the LAC</p> <p>Review & deliver governors (in consultation with the CEO)</p> <p>Review - own performance</p>	

PERSONNEL & OPERATIONS	Trustees	CEO	LAC	Headteacher
Appointment of the Finance Director and Audit Committee	Deliver - appoint Finance Director and (if necessary) the Audit Committee	Deliver - the Finance Director role		
Appointment of Clerk - Board and LACs	Deliver - appoint the clerk to the Board & LACs		Consult - in connection with the appointment of the LAC clerk	
FINANCE	Trustees	CEO	LAC	Headteacher
Funding Model - agreeing a transparent and consistent funding model across the Trust (and develop an individual funding model for the Academies) so as to secure the Trust's short-and-long-term financial health	Determine - in consultation with the LACs	Recommend a funding model to the Board for approval Review and consult with LACs/HTs	Consult - with the Board Review - compliance with the overall financial plan for the Academy	Comply
Trust Annual Budget - formulating and setting the Trust wide budget/ academies' funding mechanism	Determine	Present to the Board for approval Review - submission of Trust budget to the ESFA	Review	Review and input to budget setting process

FINANCE	Trustees	CEO	LAC	Headteacher
<p>Academy Annual Budgets - formulating and determining the proportion of the overall budget to be delegated to each Academy (including uses of contingency funds/ balances)</p> <p>Ensure relevant preparatory support to converting partners re. accounts, audit etc</p>	Determine	<p>Deliver - on preparation of Academy budgets in consultation with the LACs and present to the Board for approval</p> <p>Review - submission of Academy budgets to the ESFA</p>	Consult - with CEO in respect of the Academy's requirements	<p>Deliver</p> <p>Consult - with the CEO</p> <p>Comply</p>
<p>Expenditure and ensuring delivery of Annual Budgets</p>	Review	<p>Report - to the board any material issues with delivery against the Annual Budget by the Academies</p> <p>Receive reports - on matters of concern in connection with compliance with the Annual Budgets</p>	<p>Review</p> <p>Report - to CEO any issues with expenditure or compliance with the Annual Budgets by the Academy</p>	Report - to the LAC any need for any matters of concern in respect of the Academy's annual budget
<p>Reporting: financial reporting and KPIs</p>	Determine	Deliver	Review	Deliver

FINANCE	Trustees	CEO	LAC	Headteacher
Delegated Budgets and Finances - in the form of a scheme of delegation of financial authority to the Academies	Determine	Deliver - on recommending financial limits to the Board Review - effectiveness of limits	Review Delivery-Academy Comply - adherence to limits	Comply - adherence to limits
Recommend appointment of External Auditors to the Members	Deliver	Review		
Appointment of the Internal Auditors	Deliver	Review		
Approving annual accounts	Approve	Deliver - arrange for auditing and filing of annual report and accounts	Comply -keeping proper records in respect of the Academy and providing information to Trust in preparation of Annual Accounts	Review
Bank Accounts - authorising the establishment of bank accounts and approve bank mandates in the name of the Trust	Determine	Recommend		

FINANCE	Trustees	CEO	LAC	Headteacher
Determining and allocating central services provided to the Academies by the Trust	Determine (in consultation with the LACs)	Deliver- on recommending the allocation of services to the Board	Consult	Consult
Overseeing the effectiveness of services provided centrally by the Trust	Review	Deliver and report to Board	Report - to the CEO	Report - to the CEO
Asset and Premises Maintenance Strategy - determining use of Academies' premises and ensuring premises are adequately maintained	Determine - Trust wide policy	Recommend	Determine - academy plan in accordance with Trust policy Review delivery of academy plan	Deliver - in accordance with Academy policy Review delivery of academy plan
Acquiring and disposing of Trust land	Deliver	Recommend	Review & Consult with CFO	Review & Consult with CFO
Changing use of Assets	Deliver	Review	Recommend to the Board of any changes to fixed assets used by the Academy	Consult
Arranging insurance for the Trust	Review	Deliver		