

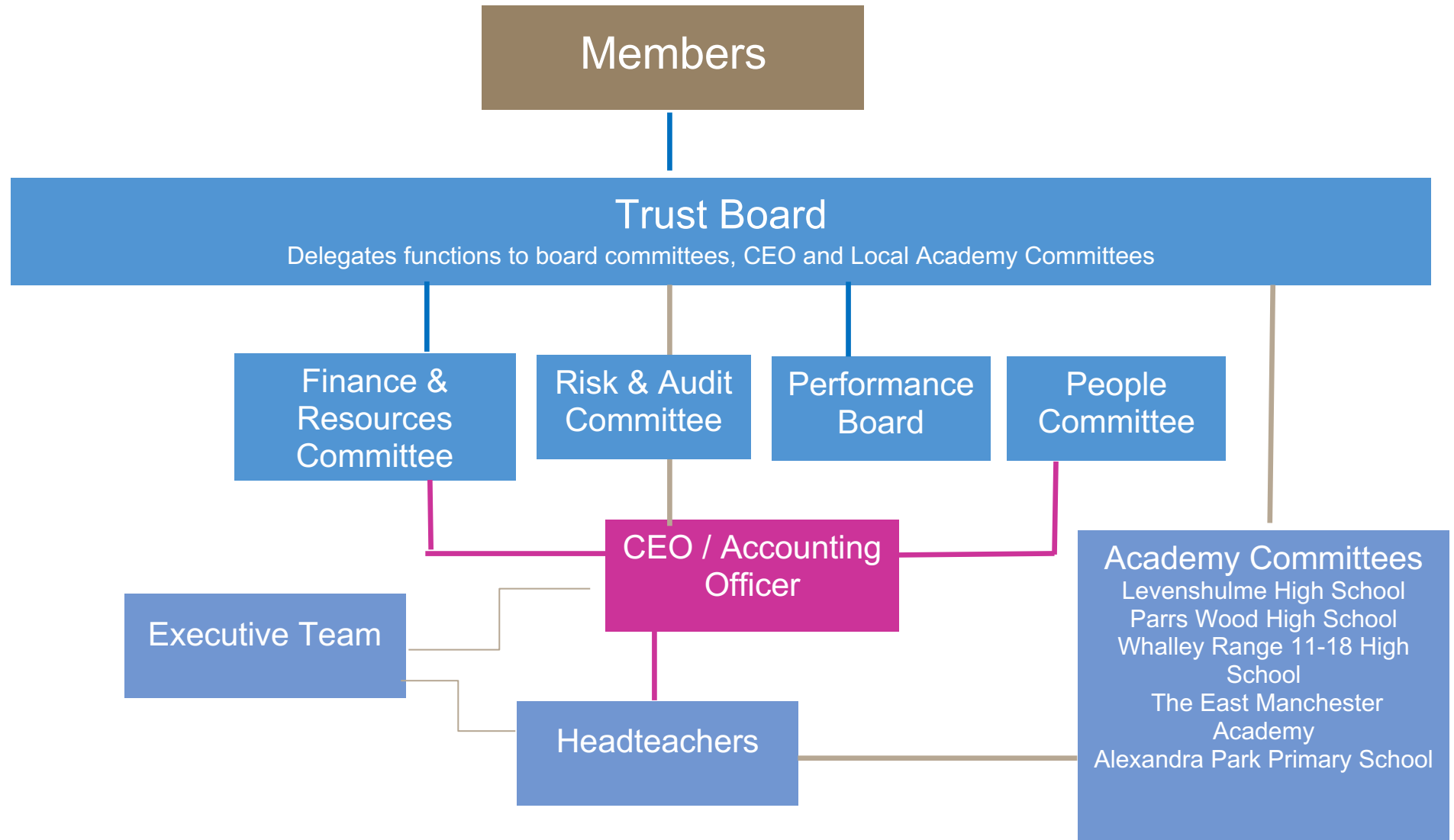


Together, we create lives of opportunity

Greater Manchester Education Trust Scheme of Delegation

Reviewed and adopted on 14.10.2025

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.
- The CEO line manages the Executive Team. Academy headteachers will be line managed by the CEO/appropriate Executive Leader, setting their organisational and professional objectives and ensuring their development and performance.
- The TB has overall responsibility for standards and outcomes for academies, financial affairs and the use of resources to maximise outcomes for pupils. It delegates authority for Finance and Resources to the Trust Finance and Resources Committee and for evaluation of risk and for audit to the Trust Risk and Audit Committee. As a TB committee, at least three trustees must sit on each of these.
- 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/Executive Lead will seek input from the chair of the LAC when undertaking the headteacher's professional review.
- Headteachers are line managed by the CEO/appropriate Executive Leader who delivers the function of holding the headteacher to account, working with the Chair of the LAC. They must be confident that the Trust's professional learning and improvement frameworks are working well, that the headteacher is fulfilling the requirements of their job description and related professional standards and, if this is not the case, how they can act on their concerns. The Headteacher of each academy is responsible for the effective leadership and management of the academy, in compliance with the Headteachers' Standards.
- The Headteacher is accountable in the first instance to their Local Academy Committee/Appropriate Executive Leader and ultimately to the CEO and the Trust Board.

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.
- *Strategic leadership of the academy trust* - the Trustees define the trust vision for high quality and inclusive education in line with its charitable objects.
- *Accountability and assurance* - the TB has robust oversight of the operations and performance of the academy trust, including the quality of educational provision, pupil welfare, overseeing and ensuring appropriate use of funding and effective financial performance and keeping the estate safe and well-maintained.
- *Engagement* – The TB has strategic oversight of relationships with stakeholders and involves academies, parents and communities so that decision-making is supported by meaningful engagement.

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.

The TB must carry out the three core governance functions, which are to:

- Ensure clarity of vision, ethos, and strategic direction
- Hold the CEO and Executive Leaders to account for the educational performance of the Trust's schools and their pupils, and the professional development and improvement of staff
- Oversee the financial performance of the Trust and make sure its money is well spent.

The Trust Board appoints the Chief Executive Officer (CEO) to whom it delegates responsibility for the delivery of its vision and strategy. The Trust Board 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 the Trust's financial management.

- The Trust Board has overall responsibility for progress and attainment, financial affairs and the efficient use of resources to maximise outcomes for all pupils in the Trust's academies.
- The Trust Board appropriately delegates academy-level monitoring and scrutinising functions to the Local Academy Committee of each school, to promote stakeholder engagement, effective consultation, and representation.
- Trustees do not ordinarily sit on LACs and so effective lines of communication to the Trust Board will be clearly established.
- 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, reviewed annually. The Trustees appoint TB 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 & Resources Committee undertakes this function. As Trust income exceeds the threshold for a separate committee to be required, the trust also operates a separate Trust Risk and Audit Committee.

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. The CEO or suitable Executive Lead manages the welfare and performance of academy Headteachers. As there is delegation of some governance functions to Local Academy Committees, this is usually with the Local Academy Committee Chair alongside.
- The CEO is the accounting officer and has overall responsibility for the operation of the Academy Trust's financial responsibilities. They 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 CEO/Appropriate Executive Lead is involved in undertaking the professional review of the performance of each Headteacher of academies in the Trust.

The role and responsibilities of the Executive Team

The Central Executive Team is the executive arm of the Board, determined by the CEO. Its functions are:

- a. To direct and support the operation of each Academy, developing strategic plans and policies in core areas of the operation in accordance with the direction of the Trust Board. These include teaching, learning and curriculum, leadership development, training, finance, risk, HR, data protection, compliance and ICT and the development of agreed core policy across the organisation.

- b. To manage the conversion of maintained schools to academies or the transfer of academies into the trust group, the Central Executive Team, or Trustee-approved working group, carries out due diligence across the relevant school(s) to establish their position and identify any action required, and, with the DfE, LA and solicitors, manages the associated legal processes.

The role and responsibilities of the Local Academy Committees (LAC)

- The Trustees establish Local Academy Committees (LAC) to carry out its academy-level governance functions as defined within this scheme of delegation.
- The Trustees will confirm the Chair/Vice Chair appointment and ensure that at least two parents are appointed to the Academy Committee. The Headteacher of each academy will sit on their LAC.
- The constitution of the LAC may be subject to approved variation, for example in the case of an interim management board (IMB) or similar necessary arrangement.
- Chairs of the Local Academy Committees will attend the Chairs Network group along with the CEO/designated member(s) of the Executive Team and the Chair of Trustees. This group will ensure effective communication of trust strategy, discussion of key developments and priorities and LAC matters for the attention of Trustees.

Delegated functions and duties include:

- Building an understanding of how effectively the academy is led and managed and ensuring that it is operating in accordance with Trust ethos, values, and strategic direction
- Examining the extent to which all children, including those with different starting points, those with special educational needs and/or disabilities and those who come from disadvantaged backgrounds, have access to a high-quality education
- Monitoring whether the academy is:
 - Working within agreed policies and that consideration is given for approval of any relevant academy-led policies.
 - Meeting agreed objectives, in particular for academic and pastoral student outcomes and with particular regard for disadvantaged students, those with special educational needs and/or disabilities and other vulnerable cohorts.
- Agreeing academy-specific improvement priorities
- Approving the academy staffing structure
- Determine academy vision & strategy - in line with the trust's vision - and agree key performance indicators
- Involvement in the appointment of the Headteacher for their academy

- Monitoring academy finances effectively so that they are appraised of the financial position at all times
- Managing academy budgets and variances that arise in year through a solid understanding of the academy position and associated financial KPIs, against ESFA/DFE benchmarks.
- Accountability for efficient curriculum-led financial planning ICLFP to support delivery of priorities
- Undertaking statutory compliance and risk management review
- Engaging with stakeholders and assuring itself of their views on key aspects of academy life
- Being a point of consultation and representation, working with the TB
- Monitoring effective implementation of safeguarding policy and procedures (including online safety), including through reporting from the academy Designated Safeguarding Lead (DSL)/LAC Safeguarding Governor 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 and other vulnerable cohorts.

The Trust Board can, in exceptional circumstances, remove delegation from the LAC in the best interests of the effective performance of the academy. This may be where;

- there are concerns about financial matters;
- insufficient progress is being made against educational targets (including where intervention by the Secretary of State is being considered or carried out);
- there has been a breakdown in the way the Academy is managed or governed; or
- the safety of pupils or staff is threatened, including a breakdown of discipline.

In such circumstances, the Trust Board, along with the Executive Team, will work closely with any Academies concerned and those involved in their governance who would promptly implement any advice or recommendations made by the Trust Board and the Executive Team.

The role and responsibilities of Academy Headteachers

- The Academy Headteacher is responsible for the Leadership of the academy and is managed by the appropriate Executive Leader. They report to the LAC on matters which have been delegated to it which may include an element of monitoring and scrutiny of the academy's management processes.

This Scheme of Delegation aims to clarify the Trust's approach to delegated functions 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;

- 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

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 the following sections:

- Vision, Values and Strategy
- Governance
- Audit & Risk Management
- Finance & Procurement
- Policy & Compliance
- Standards and outcomes Curriculum
- Safeguarding and Pupil Welfare
- Estates & Operations.
- Personnel
- Information Management and Communication
- Digital Infrastructure, Security and Core systems

The Scheme of Delegation uses the following codes to denote roles regarding key functions:

DET	Determine:	Approval or decision-making body
CON	Consult:	Views must be sought and considered prior to presentation for approval or judgement
CLY	COMPLY:	The individual/group must follow agreed/GMET policies and procedures.
REC	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).
DEL	Deliver:	Operational development and delivery
REP	Report	The individual/group that has responsibility for reporting on the delivery of tasks
REV	Review	The individual/group that has responsibility for reviewing whether a particular task is being carried out satisfactorily
SUP	Support	The individual/group that should support completing a particular task

8. committee of Trust Board:

PB Performance Board

PEO People

RAC Risk & Audit Committee

FAR Finance and Resources Committee

LAC Local Academy Committee

PDC Pupil Disciplinary Committee (LAC)

Core Function	Members	Trust Board	Trust Executive	Local Academy Committee	Chief Executive Officer	Headteacher
Vision, Values and Strategy						
Establishing the Trust's Vision and Values		DETERMINE	RECOMMEND		RECOMMEND	
Ensuring the Trust's conduct is in line with its Vision and Values	REVIEW	DETERMINE	DELIVER	RECOMMEND	RECOMMEND	DELIVER
Set Strategic objectives of the Trust and academies		DETERMINE		RECOMMEND	DELIVER CONSULT -HT	CONSULT - LAC
Deliver strategic objectives of the Trust & Academies		REVIEW	DELIVER	REVIEW	DELIVER	DELIVER
Approving and Monitoring delivery of the Trust Strategic Plan		DETERMINE	DELIVER		DELIVER	
Academy Development Plan for each Academy in line with strategic aims of the Trust		DETERMINE		RECOMMEND REVIEW	DELIVER	DELIVER
Approving the expansion of the Trust, including applications to open new schools and the sponsorship of additional schools	REVIEW	DETERMINE CONSULT - RAC	DELIVER		CONSULT	
Determining and allocating central services provided to the Academies by the Trust		DETERMINE	DELIVER	REPORT	CONSULT	CONSULT
Overseeing the effectiveness of services provided centrally by the Trust		DETERMINE		CONSULT	DELIVER	CONSULT
Governance	Members	Trust Board	Trust Executive	Local Academy Committee	Chief Executive Officer	Headteacher
Appointing Trustees	DETERMINE	CONSULT				
Appointing the Senior Executive Leader /Accounting Officer		DETERMINE				
Appointing the Chief Financial Officer		DETERMINE			DELIVER	
Appointing a Trust Secretary / Governance Professional (Board/LACs)		DETERMINE	CONSULT		CONSULT	
Approving a Scheme of Delegation for Governance		DETERMINE	DELIVER	CONSULT	DELIVER	

Core Function	Members	Trust Board	Trust Executive	Local Academy Committee	Chief Executive Officer	Headteacher
Approving the Trust Business Cycle		DETERMINE	DELIVER		DELIVER	
Approving statutory and Trust policies in line with the Business Cycle		DETERMINE - All	DELIVER	COMPLY		
Approving school-level policies			COMPLY	DETERMINE	CONSULT	DELIVER
Reviewing the Annual Statement of Assurance		DETERMINE - RAC	CONSULT		DELIVER	
Approving an Equalities Framework to ensure compliance with legislation		DETERMINE - FAR	DELIVER			DELIVER
Approving 'Significant Changes' applications for DfE submission		DETERMINE	DELIVER	CONSULT	CONSULT	RECOMMEND
Appointing and removing the Trust appointed members of the LAC		DETERMINE - PEO	DELIVER			
Managing the elections for the Parent and Staff members of the LAC			COMPLY	COMPLY	CONSULT	DELIVER
Appointing and removing the Chair of the LAC		DETERMINE - PEO	DELIVER			
Appointing and removing the Vice-Chair of the LAC				DETERMINE		
Appointing Local Lead Governors in line with Trust guidance				DETERMINE	CONSULT	
Setting the model Agenda and frequency of meetings of the LAC			DETERMINE	DELIVER		
Adapting the model Agenda for LAC			CONSULT	DETERMINE		
Conducting meetings of the LAC in accordance with the Governance Handbook		COMPLY - PEO	COMPLY	DETERMINE		
Prepare terms of reference for LACs and Trust Committees		DETERMINE			DEL DELIVER	
Training programme for trustees and governors		DELIVER		CONSULT DEV DELIVER	DEVELOP	
Trust Governance evaluation	DETERMINE	DELIVER		COMPLY		
Appointments of Governors		SUPPORT		DELIVER		

Core Function	Members	Trust Board	Trust Executive	Local Academy Committee	Chief Executive Officer	Headteacher
Audit and Risk Management	Members	Trust Board	Trust Executive	Local Academy Committee	Chief Executive Officer	Headteacher
Approving a Risk Management Framework and Policy		DETERMINE CONSULT - RAC	DELIVER			
Review of a Risk Register in line with the Trust's framework		DETERMINE COMPLY - RAC	DELIVER	COMPLY	CONSULT	DELIVER
Appointing the External Auditor to the Trust	CONSULT	CONSULT - RAC	RECOMMEND			
Appointing Internal Auditors		DETERMINE - RAC	RECOMMEND			
Approve the Internal Audit Strategy and Annual Internal Audit Plan		DETERMINE - RAC	RECOMMEND			
Monitoring Internal Auditor reports and ensuring implementation of actions		DETERMINE - RAC	DELIVER	COMPLY	CONSULT	DELIVER
Approving a Business Continuity and Emergency Response framework		DETERMINE - FAR	DELIVER			
Maintaining a Business Continuity Plan and review at least annually		COMPLY - FAR	DELIVER	COMPLY	CONSULT	DELIVER
Ensuring the provision of insurance cover to meet the Trust's needs		COMPLY - FAR	DETERMINE			
Monitoring External Auditor reports and ensure timely implementation of actions		DETERMINE – RAC	DELIVER			
Finance and Procurement						
Ensuring at least one Trustee has specific, relevant skills and financial experience		DETERMINE				
Approving a Balanced Budget for the Trust		DETERMINE CONSULT - FAR	DELIVER			
Ensuring financial sustainability to operate as a going concern		DETERMINE CONSULT - FAR	DELIVER			

Core Function	Members	Trust Board	Trust Executive	Local Academy Committee	Chief Executive Officer	Headteacher
Approving Central Charge to establishments		DETERMINE CONSULT - FAR	DELIVER			
Approving individual establishment budgets			DETERMINE	CONSULT	CONSULT	
Agreeing local charges in line with the Trust's Charging and Remissions Policy			COMPLY	DETERMINE		
Approving the use of surplus establishment balances		DETERMINE - FAR	CONSULT	RECOMMEND	RECOMMEND	
Approving the written scheme of delegation for financial powers		DETERMINE - FAR	DELIVER			
Challenge pupil number estimates that underpin revenue projections on a termly basis		DETERMINE - FAR	DELIVER	COMPLY	COMPLY	
Preparation of Trust Financial Statements in line with accounting standards		COMPLY - FAR	DETERMINE			
Approving audited Trust Accounts submitted to ESFA/DFE and Companies House deadline		DETERMINE CONSULT - RAC	DELIVER		DELIVER	
Approving ESFA/DFE Financial Returns		DETERMINE	DELIVER			
Transactions requiring ESFA/DF notification or approval: - Indemnities not in the normal course of business - Special Severance payments Related Party Transactions		COMPLY - FAR	DELIVER			
Monitoring termly income and expenditure to ensure financial viability		DETERMINE - FAR	DELIVER	COMPLY	CONSULT	
Monitoring monthly income and expenditure		REVIEW	DETERMINE			
Sharing monthly Management Accounts with Trustees		REVIEW	DETERMINE			
Approving Treasury Management Policy and ensuring Trust cash position management		DETERMINE - FAR	DELIVER			
Approving the Central Procurement Framework		DETERMINE - FAR	DELIVER			
Policy and Compliance						
Compliance: Funding Agreement – comply with all obligations including the Academies Financial		REV/COMPLY	DELIVER	COMPLY		COMPLY

Core Function	Members	Trust Board	Trust Executive	Local Academy Committee	Chief Executive Officer	Headteacher
Handbook						
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	DELIVER			
Investments – agreeing the investment policy in line with the Academies Financial Handbook and any internal polices and controls		DETERMINE	DELIVER			
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	RECOMMEND	COMPLY		
Funding Model - agreeing a transparent and consistent funding model across the Trust (and develop an individual funding model for the Academies) so as to the secure the Trust’s short-and-long-term financial health		DETERMINE	DETERMINE			CONSULT
Trust Annual Budget – formulating and setting the Trust wide budget/ academies’ funding mechanism		DETERMINE	DETERMINE			
Academy Annual Budgets – formulating and determining the proportion of the overall budget to be delegated to each Academy (including uses of contingency funds/ balances) Ensure relevant preparatory support to converting partners re. accounts, audit etc		DETERMINE	DETERMINE			
Expenditure and ensuring delivery of Annual Budgets		REVIEW	DELIVER	REVIEW		DELIVER

Core Function	Members	Trust Board	Trust Executive	Local Academy Committee	Chief Executive Officer	Headteacher
Reporting: financial reporting and KPIs		REVIEW	DELIVER	REVIEW		
Delegated Budgets and Finances - in the form of a scheme of delegation of financial authority to the Academies		DETERMINE	DETERMINE			
Bank Accounts – authorising the establishment of bank accounts and approve bank mandates in the name of the Trust		REVIEW - FAR	DELIVER			
Approving annual accounts		DELIVER				
Commissioning non-core services from the Central Team			RECOMMEND			DETERMINE
Financial Policies –establishing of scheme of delegation and policies and procedures to ensure compliance with the Trust’s financial and reporting requirements		DELIVER - FAR	DETERMINE			
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		DELIVER	REVIEW	COMPLY
Compliance: Regulatory – with all regulations affecting the Trust (including all charity law, company law, employment law, GDPR and health and safety regulations)		REVIEW	DELIVER	REVIEW		COMPLY
Standards and Outcomes						
Standards:						
Attend a school’s Ofsted inspection as the Governance representative		SUPPORT	COMPLY	DETERMINE	DELIVER	
Monitoring Ofsted reports and ensuring implementation of AFIs		DETERMINE - PB	COMPLY	CONSULT	CONSULT	DELIVER
Approving the Self-Evaluation Form (SEF)		CONSULT - PB	RECOMMEND	DETERMINE	CONSULT	DELIVER
Self-evaluation – carrying out the self-evaluation		DETERMINE -			DELIVER	DELIVER

Core Function	Members	Trust Board	Trust Executive	Local Academy Committee	Chief Executive Officer	Headteacher
process and the areas for improvement with particular regard to outcomes and key performance indicators.		PB				
Approving the Trust's Improvement Framework		DETERMINE - PB	DELIVER		DELIVER	CONSULT
Provision of a Quality Assurance Programme		CONSULT - PB	DETERMINE		DELIVER	CONSULT
Implementing recommendations of the Quality Assurance Programme		CONSULT - PB		COMPLY	CONSULT	DELIVER
Approving the establishment of Interim Management Boards		DETERMINE - PB	CONSULT		CONSULT	
Scrutiny – review & challenge progress of the Trust and its academies against its strategic objectives and KPIs		DETERMINE - PB	SUPPORT		DELIVER	DELIVER
Key Performance Indicators – setting and reviewing the performance of the Trust & the Academies		DETERMINE - PB			DELIVER	DELIVER
Quality of Teaching - ensuring appropriate levels of support, challenge and intervention to deliver educational outcomes		REVIEW - PB		SUPPORT	SUPPORT	DELIVER
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		DETERMINE - PB	DELIVER	REVIEW	DELIVER	DELIVER
Ofsted Inspections Trust Support – CEO will support LACs and Headteachers for individual Academy inspections		REVIEW	DELIVER	CONSULT	DETERMINE	DETERMINE
Curriculum:	Members	Trust Board	Trust Executive	Local Academy Committee	Chief Executive Officer	Headteacher
Curriculum – setting the curriculum for the Academies and reviewing its effectiveness		DETERMINE			CONSULT	CONSULT

Core Function	Members	Trust Board	Trust Executive	Local Academy Committee	Chief Executive Officer	Headteacher
Approving the Trust's curriculum policies		DETERMINE - PB	DELIVER		CONSULT	DELIVER
Setting the Trust approach to curriculum and assessment		DETERMINE - PB			DELIVER	DELIVER
Providing relationships and sex education in line with approved policy		CONSULT - PB	COMPLY	COMPLY	CONSULT	DETERMINE
Providing religious education and collective worship in line with policy		CONSULT - PB	COMPLY	COMPLY	CONSULT	DETERMINE
Providing personal, social, health and economic education (PSHE) in line with policy		CONSULT - PB	COMPLY			DETERMINE
Monitoring, reviewing, and evaluating spiritual, moral, social, cultural (SMSC), Community Cohesion and anti-extremism programmes		CONSULT - PB	COMPLY	DETERMINE	CONSULT	DELIVER
Ensuring effective development and delivery of the Leadership Specialism		DETERMINE - PB	DELIVER	COMPLY	CONSULT	DELIVER
Approving Careers Guidance Policy (including the Provider Access Policy)		CONSULT - PB	DETERMINE	COMPLY	CONSULT	DELIVER
Delivering careers guidance with regards to statutory requirements						DELIVER
Establishing targets for pupil achievement		CONSULT - PB	DETERMINE	COMPLY	RECOMMEND	CONSULT
Monitoring progress against the achievement of pupil targets		CONSULT - PB	COMPLY	DETERMINE	CONSULT	DELIVER
Monitoring by exception failure to meet key targets and ensuring remedial actions		DETERMINE - PB	CONSULT	RECOMMEND	CONSULT	DELIVER
SEND						
Appointing a SEND Lead Trustee		DETERMINE				
Appointing SEND Lead Governors		CONSULT		DELIVER		
Approving a SEND Policy and discharging duties in line with statutory requirements including the SEND Code of Practice		DETERMINE	DELIVER	COMPLY	CONSULT	DETERMINE

Core Function	Members	Trust Board	Trust Executive	Local Academy Committee	Chief Executive Officer	Headteacher
Evaluating the quality and impact of provision for pupils with SEND		REVIEW	DELIVER	REVIEW	REVIEW	DELIVER
Safeguarding and Pupil Welfare	Members	Trust Board	Trust Executive	Local Academy Committee	Chief Executive Officer	Headteacher
Approving Safeguarding Policies and ensuring effective procedures		DETERMINE - PB	DELIVER			DELIVER
Appointing a Safeguarding and Pupil Welfare Lead Trustee		DETERMINE				
Appointing a Safeguarding and Pupil Welfare Lead Governor				DETERMINE		
Ensuring Academy has a Designated Safeguarding Lead, ensuring compliance with statutory guidance and maintenance of single central record.		DETERMINE			REVIEW	DELIVER
Monitoring Safeguarding issues within a school		CONSULT - PB	RECOMMEND	DETERMINE	CONSULT	DELIVER
Ensuring that Disclosure and Barring Service (DBS) and Section 128 checks are undertaken in line with Trust policy		CONSULT - PB	DETERMINE			DETERMINE
Appoint a designated member of staff to promote the educational achievement of looked-after and previously looked-after children			COMPLY	DETERMINE	CONSULT	DETERMINE
Implementing policy for discharging duties for pupils with special needs		CONSULT - PB				DELIVER
Approving Early Years Foundation Stage policies that are in line with statutory guidance		DETERMINE - PB	DELIVER			COMPLY
Behaviour Policy in line with statutory requirements		DETERMINE - PB	DELIVER			COMPLY
Implementing Behaviour Policy, including ensuring correct responsibilities for determining		CONSULT - PB	DETERMINE	REVIEW - PDC	CONSULT	DELIVER

Core Function	Members	Trust Board	Trust Executive	Local Academy Committee	Chief Executive Officer	Headteacher
suspensions/exclusions in line with Standard Operating Procedure						
Ensuring admission and attendance registers are kept in accordance with regulations		CONSULT - PB	DETERMINE	COMPLY	CONSULT	DELIVER
Student issues (including attendance, exclusions, punctuality and disciplinary matters for each Academy)		REVIEW		REVIEW	REVIEW	DELIVER
School lunch – ensure provided to appropriate nutritional standards				REVIEW		DELIVER
Provision of free school meals to those meeting criteria				REVIEW		DELIVER
Admissions:						
Approving Admission policies for statutory consultation		DETERMINE - FAR	DELIVER	CONSULT	RECOMMEND	RECOMMEND
Implementing admission arrangements in accordance with Trust policy and Local Authority coordinated schemes			COMPLY	DELIVER	CONSULT	DELIVER
Reporting of pupil admissions information versus PAN		REVIEW		DELIVER		DELIVER
Personnel/ People:	Members	Trust Board	Trust Executive	Local Academy Committee	Chief Executive Officer	Headteacher
Staffing:						
Approving the Trust's Staff Structure Framework		DETERMINE CONSULT - FAR	DELIVER	COMPLY	CONSULT	DELIVER
Appointing the Chief Executive		DETERMINE				
Approving Executive Pay and benefits		DETERMINE - PEO				
Appointing the Principals at each Academy Appointing / dismissing / suspending / reinstating and		REVIEW	DETERMINE	REC/CON	DELIVER	

Core Function	Members	Trust Board	Trust Executive	Local Academy Committee	Chief Executive Officer	Headteacher
agreeing pay of Headteacher						
Appointing Trust Executive roles		DETERMINE			DELIVER	
Appointing of Cross-Trust Staff			DELIVER		CONSULT	
Appointing Academy Staff						DELIVER
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	DELIVER			COMPLY
Setting Professional Learning and Improvement objectives and conducting reviews of professional standards and pay (in line with the Trust's Pay and PLI policies and statutory regulations)		DETERMINE - PEO	DELIVER			DELIVER
Setting Terms and Conditions of Employment		DETERMINE				
Dismissal (suspension) CEO		DETERMINE				
Dismissal (suspension) Cross -Trust staff, Executive Leaders and Headteachers*		DETERMINE		CONSULT *	DETERMINE	
Dismissal (suspension) all other staff				CONSULT	CONSULT	DETERMINE
Exercising pay discretions within policy			CONSULT		DETERMINE	DETERMINE
Agreeing Headteacher termination payments		COMPLY - FAR	DETERMINE	RECOMMEND		
Agreeing termination payments for other staff within Trust framework		DETERMINE - FAR	CONSULT			RECOMMEND
Agreeing redundancies		DETERMINE - FAR	DETERMINE	CONSULT	CONSULT	CONSULT
Performance Improvement of the Chief Executive		DETERMINE - PEO				
Performance Improvement of the Headteacher			RECOMMEND	CONSULT	DETERMINE	
Performance Improvement of the school Senior Leadership Team and other staff		REVIEW			CONSULT	DELIVER
Overseeing staff wellbeing, workload and working conditions		DETERMINE - FAR	DELIVER	COMPLY	CONSULT	DELIVER
Estates and Operations	Members	Trust	Trust	Local	Chief	Headteacher

Core Function	Members	Trust Board	Trust Executive	Local Academy Committee	Chief Executive Officer	Headteacher
		Board	Executive	Academy Committee	Executive Officer	
Acquiring and disposing of Trust land and Procuring buildings		DETERMINE	DELIVER	RECOMMEND	RECOMMEND	RECOMMEND
Capital Buildings Strategy/Asset Management Plan		DETERMINE - FAR	DELIVER	RECOMMEND	RECOMMEND	RECOMMEND
Asset and Premises Maintenance Strategy – determining use of Academies’ premises and ensuring premises are adequately maintained Delivering a routine maintenance and furniture, fixtures, and equipment, refresh plan in line with Trust guidelines			COMPLY	CONSULT	CONSULT	DETERMINE
Annual approval of the School Condition Allocation Programme		DETERMINE - FAR	DELIVER			
Approving Health & Safety Framework and Policies in line with statutory requirements		DETERMINE - FAR	DELIVER			
Implementing Health & Safety Framework and Policy in schools ensuring compliance		COMPLY - FAR	RECOMMEND	DETERMINE		DELIVER
Academy Hours – setting the opening and closing times for the Academies					CONSULT	DELIVER
Term Dates, INSET dates and length of school day		DETERMINE	CONSULT		DELIVER	CONSULT
Changing use of Assets		REVIEW	DETERMINE			CONSULT
Information Management and Communication	Members	Trust Board	Trust Executive	Local Academy Committee	Chief Executive Officer	Headteacher
Corporate Social Responsibility (CSR) Policy		DETERMINE	DELIVER			
Academy Prospectus and website			SUPPORT			DELIVER
Trust Prospectus and website			DELIVER		CONSULT	
Developing communications and brand guidelines for			DETERMINE			

Core Function	Members	Trust Board	Trust Executive	Local Academy Committee	Chief Executive Officer	Headteacher
the Trust and academies						
Setting policies relating to data protection, information sharing, cyber security, Freedom of Information, code of conduct, complaints, whistleblowing		REVIEW	DETERMINE			COMPLY
Digital Infrastructure, cyber security and core systems	Members	Trust Board	Trust Executive	Local Academy Committee	Chief Executive Officer	Headteacher
IT infrastructure to meet the current DfE digital standards in schools		REVIEW	DETERMINE			COMPLY
Cyber security services to meet the current DfE digital standards in schools		REVIEW	DETERMINE			COMPLY
Digital accessibility adjustments to meet the current DfE digital standards in schools		REVIEW	DETERMINE			COMPLY
Filtering and monitoring settings to meet the current DfE digital standards in schools		REVIEW	DETERMINE			COMPLY
Approving Trust ICT Strategy		DETERMINE - FAR	DELIVER		RECOMMEND	RECOMMEND