

SCHEME OF DELEGATION

GREAT ACADEMIES EDUCATION TRUST

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1. INTRODUCTION

The intent of the Great Academies Education Trust's (GAET) financial policies is to provide guidelines for all Governance and Staff to fully understand and accept our obligations under the terms of our Funding Agreement (FA) with the Education and Skills Funding Agency (ESFA) and the Academy Trust Handbook – 2022 (ATH). We agree to manage the funds in our control, in a transparent and robust way and for the purpose for which they were intended. This policy should be read in tandem with:-

- Great Academies Education Trust Finance Policy

2. PURPOSE AND OBJECTIVES

2.1 Purpose

This document has been adopted by Great Academies Education Trust's Board, as the basis for ensuring clarity about the roles of Members, Trustees, Local Governing Committees, CEO, Principals and other key department leads. The aim of the policy is to create a framework within which all key stakeholders identified in this policy can operate in a fashion that is fit for purpose for the trust and to prevent confusion over responsibility and accountability of key tasks.

To enable GAET as a Trust to carry out all of its functions effectively, staff at all levels of the organisation needs to be confident that they have the delegated authority to make decisions. Staff must also be clear where they do not have the authority to make decisions.

Delegation creates the authority to carry out a task or to make a decision. This in turn creates responsibilities and the requirement that people to whom authority is delegated are prepared to be accountable for the decisions they have been asked to make. Anyone who makes a decision must be confident that they know the scope of their authority.

This Scheme of Delegation aims to set out clearly who has the authority to make decisions within GAET.

2.2 Objectives

The objectives of this policy are to -:

To ensure the Trust's compliance with charity and company law, the Articles of Association, all other applicable legislation, and DfE and ESFA requirements relating to the Trust and its academies.

- i. Ensure proper and regular use of public funds and compliance with the Funding Agreement.
- ii. Ensure the Trust is solvent, well run, and meets the needs of pupils and staff in its academies/schools.
- iii. Ensure the Trust acts in accordance with its constitution and powers, promotes the success of the Trust, and exercises sound judgement and diligence in all its affairs.

- iv. Ensure all Trustees are skilled in understanding, interpreting, and comparing academy/school performance data and are kept fully apprised of the performance of each academy at all times.
- v. Ensure all Trustees have the skills, knowledge, and information to assess the Trust's financial performance.
- vi. Ensure the CEO and all senior staff have the skills, knowledge, and experience to run the Trust and its individual academies and to effectively manage its financial, human, and physical resources and assets.

3. GUIDING PRINCIPLES

This policy is guided by legislative duties, national guidance and the GAET Vision and Values

Key legislative duties and national guidance

- *Academy Trust Handbook – 2022*
- *Managing Public Money – HM Treasury May 2021*
- *Governance Handbook 2020*
- *Competency Framework for Governance 2017*
- *GAET Articles of Association 2016*

GAET Vision

The Trust is governed by a Board of Trustees (the Trustees) who have overall responsibility and ultimate decision-making authority. The Trustees are accountable to the Secretary of State for all academies within the MAT and are responsible for compliance with government and ESFA requirements, company law and charity law for all the work of the Trust, including the establishing and running of the academies within the Trust.

Whilst the Board of Trustees will always remain accountable, where appropriate this Scheme of Delegation and Accountable – Responsible – Consulted - Informed matrix (ARCI) allows for the delegation of decision making.

The structure of the Trust is shown in diagram 5.3. The roles and responsibilities of each level of governance are set out in this document and should be read in conjunction with the ARCI, listed in section 5.4.

4. EQUALITY

The Great Academies Education Trust ensures that we recognise the protected characteristics under the Equality Act 2018. We do not discriminate against anyone on the grounds of their age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex, or sexual orientation. This is in line with the Equality Act 2018 and covers both direct and indirect discrimination.

5. IMPLEMENTATION GUIDANCE

5.1 The requirements

Members, Trustees and Governors must:

- Read and sign the Trust's code of conduct, both on appointment and at least annually thereafter.
- Complete an annual declaration of Conflicts of Interests.
- Disclose any conflicts which may conflict with their duties as soon as they become aware of it, whether the conflict is a direct or indirect duty or personal interest (including but not limited to any personal financial interest as defined below)
- Absent themselves from any discussions within a meeting in which it is possible that a conflict will arise between their duty to act solely in the interests of the academy/trust and any duty or personal interest (including but not limited to any personal financial interest).
- Recognise that a personal financial interest arises if they, or any child, stepchild, parent, grandchild, grandparent, brother, sister or spouse of the Governor or any person living with the Governor as their partner, is in the employment of the school/Trust or is in receipt of remuneration or the provision of any other benefit directly from the school/Trust or in some other way is linked to the Trust or the school.
- Complete the relevant legislative checks on appointment.
- Abide by the seven Principles of Public Life as seen in Appendix 1.

5.2 Roles & Responsibilities

The significant **roles and responsibilities** within the organisation are as follows;

1. Members

The information provided below is a summary of the Articles of Association sections. The Members of the Trust have a similar role to the shareholders of a company limited by guarantee. They:

- Are the subscribers to the Trust's Memorandum of Association (where they are founding Members)
- May amend the Articles of Association (the Articles include a definition of the Trust's charitable objects and governance structure) subject to any restrictions in the Articles of Association or in the Trust's Funding Agreement or charity law
- Have powers to appoint and remove Trustees in certain circumstances
- Appoint the Trust's auditors based on the recommendation from the Trust Board and receive the Trust's audited annual accounts (subject to the Companies Act)

Responsibilities of the members:-

In order to fulfil their duties, Members are expected to:

- i. ensure the objectives of the Trust are met, through receipt of the Annual Report and Accounts
- ii. appoint Trustees

- iii. determine the Trust's constitution and governance structure through responsibility for any changes to the Articles of Association, as required
- iv. change the Trust name if required
- v. attend an AGM if appropriate and participate in any communication during the academic year pertinent to Members, for example any changes proposed to the Articles of Association and to receive the Annual Accounts
- vi. keep abreast of the challenges relevant to the performance of the Trust
- vii. receive Trust Board Minutes circulated following each meeting

Resignation, Removal and Disqualification of Members

The Articles of Association advise how a Member can be terminated or resign.

2. Trustees

The Board of Trustees are also the Company Directors. The Trustees must ensure compliance with the Trust's charitable objects and with company and charity law, and adherence to the Trust's Funding Agreement with the Secretary of State.

They exercise their responsibilities through setting the vision and policies for the Trust, ensuring strong and effective governance, entering into contractual relationships with third parties, and exercising powers of intervention if required. They have legal obligations through the Articles of the Trust, and also under company law as Directors and under charity law as Trustees, for the proper conduct of the business of the Trust.

The Board of Trustees manage the business of the Trust and should focus strongly on the three core functions of governance:

- i. ensuring clarity of vision, ethos and strategic direction
- ii. holding executive leaders to account for the educational performance of the organisation and its pupils, and the performance appraisal of staff
- iii. overseeing the financial performance of the organisation and making sure its money is well spent in line with financial regulations

Because trustees are bound by both charity and company law, the terms "trustees" and "directors" are used interchangeably.

Responsibilities of the Trustees:-

In order to fulfil their duties, Trustees are expected to:

- i. establish and regularly review the vision, values and objectives of the Trust in consultation with constituent academies and entities
- ii. ensure that the Trust complies with charity and company law
- iii. operate the Trust in accordance with the Funding Agreement that has been signed with the Secretary of State
- iv. ensure the quality of education provision and oversee standards and outcomes across the Trust, including:

- annual target setting for the Trust in general
 - overseeing key performance data for the Trust
 - challenging and monitoring the performance of individual academies
 - the Chair of the Trust will carry out the performance appraisal of the Chief Executive Officer
- v. manage the Trust's finance and property, including:
 - agreeing each academy's budget
 - ensuring compliance with the Academy Trust Handbook 2021
 - overseeing the finances of each academy in the Trust
 - financial oversight of the central services budget
 - oversight of the Estates Strategy for the Trust
 - vi. determine the extent of services provided centrally and the allocation of cost
 - vii. establish pay, appraisal and HR policies for the staff employed by the Trust
 - viii. fulfil the role of admissions authority for all academies within the Trust (within the context of national and local agreements)
 - ix. nominate one member of the Board of Trustees to be the Safeguarding Lead for the Trust
 - x. receive copies of ESFA letters issued to the Accounting Officer

Appointment of Trustees

Trustees may be co-opted by Trustees, or appointed by Members. All Trustees are appointed for their skills and knowledge.

When there is a vacancy or need to replace Trustees, the position will be advertised appropriately, usually in conjunction with the Academy Ambassadors programme. If there is a particular skills gap on the Board of Trustees this will be made clear in the advertisement and subsequent materials. Interested candidates will be sent information about the work of the Trust, and the role and duties of Trustees. They will be asked to apply with a CV and/or covering letter setting out how their experience, knowledge and skills meet these requirements.

Trustee appointments, following a fair and transparent process, are subject to approval by either the Members or Trustees depending on the type of appointment (Member appointment or co-opted Trustee appointment).

Chair and Vice Chair of the Trustees

The Chair and Vice-Chair are elected annually by the Trustees.

Terms of Office

The term of office for Trustees is 4 years. There is an expectation for periodic refreshment of skills and experience in the Trust Board whilst protecting the stability of the Trust and so, in line with public service recommendations, a Trustee should not exceed three consecutive terms of office other than in exceptional circumstances agreed by Members.

Resignation, Removal and Disqualification of Trustees

The Articles of Association advise how a Trustee can be terminated or resign.

3. Board Sub Committees

The Trustees have established five Trustee sub committees with the purpose of providing advice and support and informing the overall work of the Trust Board. However, these sub committees are not legally responsible or accountable for statutory functions – the Trust Board retains overall accountability and responsibility. The responsibilities of the board sub committees are set out in their Terms of Reference; the responsibilities of school governing committees are set out in this scheme of delegation. The trust board appoints subcommittee members and chairs.

Finance and Resources Committee (FRC)

The role of the FRC is to consider and make decisions on all matters concerning GAET's Finances, communicating to the Trustees as necessary. The FRC has no operational responsibilities/duties but has delegated authority from the Board to make decisions consistent with its purpose and the Terms of Reference.

The FRC also provides independent assurance over the suitability of, and compliance with, GAET's financial controls, systems and transactions.

Membership of the FRC

The FRC will consist of no fewer than three Trustees and any individual co-opted by the GAET Board (who will have voting rights). The CEO is also a member of the Finance and Resources Committee. A Chair will be appointed annually from its members, approved by the Trust Board. Staff may be in attendance and shall attend meetings as and when required by the Chair. Quorum of the FRC is 2 non-conflicted members.

Responsibilities of the FRC

Finance and procurement

- i. Review the annual budget in detail.
- ii. Monitor income, expenditure and cash flow.
- iii. Review GAET's internal and external financial statements and reports.
- iv. Consider all relevant reports by the DoF and the appointed external auditor, including reports on the GAET's accounts, achievement of value for money and the response to any management letters.
- v. Ensure that there are adequate systems and controls in place so that financial resources are used to achieve best value and compliance with all relevant practices, procedures and requirements.
- vi. Oversee procurement on behalf of the Board of Trustees in line with the Scheme of Delegation.

Policies

- i. Review and recommend for adoption those policies allocated to the Committee by the Board and to identify any further policies required.

Audit and Risk Committee (ARC)

The role of the ARC is to consider and make decisions on all matters concerning GAET's Risks, communicating to the Trustees as necessary. The ARC has no operational responsibilities/duties but has delegated authority from the Board to make decisions consistent with its purpose and the Terms of Reference.

The ARC also provides independent assurance over the suitability of, and compliance with, GAET's audit and risk management, providing oversight of external and internal audit arrangements and assisting the Trustees in holding to account the Executive Team on all matters relating to the work of the external auditor and other assurance providers.

Membership of the ARC.

The ARC will consist of no fewer than three Trustees. The CEO is also a member of the Audit and Risk Committee. A Chair will be appointed annually from its members. Staff may be in attendance and shall attend meetings as and when required by the Chair. Quorum of the ARC is 2 non-conflicted members.

Responsibilities of the ARC:

Risk Management

- i. Ensure that GAET has adequate insurance cover to protect and support its activities.
- ii. Ensure that a Risk Register is maintained and regularly reviewed.
- iii. Ensure that all risks, especially those relating to internal financial controls, are being adequately identified and managed, agreeing a programme of work to address and provide assurance on those risks.

Audit

- i. Consider the adequacy and effectiveness of financial governance, internal controls and risk management at GAET and in each academy being part of GAET, making recommendations to the Board of Directors and Accounting Officer as necessary.
- ii. Review the appointment, re-appointment, dismissal and remuneration of the statutory external auditor and make recommendations as necessary to the Board of Directors/Trustees and Members.
- iii. Review the external auditor's annual planning document and approve the planned audit approach.
- iv. Consider any additional services delivered by the external auditor or other assurance provider and ensure appropriate independence is maintained.
- v. Consider annually whether there is a need for input from any additional assurance provider to enable the Board to sign the corporate governance statement in the Annual Report.
- vi. Review the internal audit programme. This programme of work is to be derived from a consideration of the key risks faced by GAET as identified by the risk management system.
- vii. Provide oversight to ensure that information submitted to the Department for Education, the Education and Skills Funding Agency, and other relevant bodies, that affects funding is accurate and in compliance with funding criteria.
- viii. Ensure appropriate coordination of the work of the external auditor and the internal assurance function.

- ix. Receive reports from the internal auditor, external auditor and other bodies, including the Education and Skills Funding Agency or National Audit Office and consider any issues raised, the associated management responses and action plans.
- x. Regularly monitor outstanding audit recommendations from whatever source and ensure that remedial action is being taken and that implementation dates are reasonable.
- xi. Review GAET's procedures for detecting fraud and whistle blowing and ensure that all allegations of fraud or irregularity are investigated, managed and followed up appropriately.

Policy Review

- i. Review and recommend for adoption those policies allocated to the Committee by the Board and to identify any further policies required.

The Audit & Risk Committee has no operational responsibilities/duties but has delegated authority from the Board to make decisions consistent with its purpose and the Terms of Reference.

Remuneration Committee (RC)

The Remuneration Committee (RC) is a Committee of the Great Academies Education Trust (GAET) Board. The purpose of the Committee is to support the Trust in its responsibilities for ensuring the highest standards of governance in relation to remuneration and pay progression within the trust.

Membership of the RC.

The RC will consist of no fewer than three Trustees. The CEO is also a member of the Remuneration Committee. A Chair will be appointed annually from its members. Staff may be in attendance and shall attend meetings as and when required by the Chair. Quorum of the RC is 2 non-conflicted members.

Responsibilities of the RC

Executive Team

- i. The recruitment and appointment of the CEO and Executive Team of the Trust.
- ii. The setting of remuneration for the Executive Team based on performance and benchmarked against other similar Trusts within the sector.
- iii. Involvement in the recruitment and appointment of other senior roles in Academies and subsidiaries, as required.

Pay

- i. To review and advise the Board on any changes to the pay and terms and conditions of service of all employees in the Trust.
- ii. To review and advise the Board on pay policy, pay awards, pay structures and annual incremental pay progression.

Performance Management

- i. To consider the outcome of performance appraisal and approve pay recommendations of the Chief Executive Officer.
- ii. To review, approve and monitor Principal pay recommendations made by the CEO.
- iii. To review and monitor the effectiveness of performance appraisal and pay awards for schools in the Trust.

Staffing Structure

- i. To review and advise the Board on any significant changes to staffing structures within the Trust and its Academies.
- ii. To approve the Business Plan for any significant restructures that are likely to involve redundancies (voluntary or statutory) and associated costs or have the potential risk of future costs associated with employment tribunals or legal action.

Policy Review

- ii. Review and recommend for adoption those policies allocated to the Committee by the Board and to identify any further policies required.

Outcomes Committee (OC)

The Outcomes Committee (OC) is a Committee of the Great Academies Education Trust (GAET) Board. The purpose of the Committee is to support the Trust in its responsibilities for ensuring the strong educational outcomes for pupils within the trust. Quorum of the OC is 2 non-conflicted members.

Membership of the OC.

The OC will consist of no fewer than three Trustees. A Chair will be appointed annually from its members. Staff may be in attendance and shall attend meetings as and when required by the Chair.

Responsibilities of the OC

- Safeguarding and Child Protection (inc LAC) - Outcomes
- Pupil Premium - Outcomes
- SEN / Inclusion - Outcomes
- Curriculum - Outcomes
- Health & Safety - Outcomes
- Behaviour and Attendance - Outcomes
- Careers/Progression/Positive Destinations - Outcomes

Curriculum

- i. To support and agree strategic improvements in the curriculum to enhance academic performance, and promote and track their effective implementation.
- ii. To consider and make strategic curriculum-related contributions to trust wide improvement plans.
- iii. To monitor the achievement of pupils.
- iv. To monitor the quality of teaching.
- v. To monitor leadership and management.

Academy Targets and Performance

- i. Recommending to the Trust Board for approval the educational targets of the Academies (in consultation with the Principals).
- ii. Monitoring and evaluating performance of the Academies against educational KPIs
- iii. Holding the CEO and academy's leadership to account for academic performance,
- iv. quality of care and quality of provision.

Academy Leadership and Outcomes

- i. Monitoring and evaluating the overall effectiveness and efficiency of leadership and management of the Academies in relation to educational standards.
- ii. Monitor and evaluate the impact of Pupil Premium funding on children's learning outcomes and wellbeing to ensure the best possible outcomes for pupils.
- iii. Supporting and challenging the self-evaluation process including successes and areas for improvement with particular regard to outcomes and success criteria.
- iv. Considering the aims and priorities for raising standards of achievement in each of the Academies' strategic plans.
- v. Review careers/progression/positive destinations guidance and destinations outcomes for each school.
- vi. Ensure Academies are prepared for Ofsted inspections.

Attendance, inclusions and exclusions

- i. Scrutinising written reports from Principals to review student attendance, exclusions, and relevant disciplinary matters relating to each Academy and any other identified group.
- ii. To review the Trust's approach to the following areas - Trustees reserve the right, where appropriate, to review and act upon any concerns in relation to other matters, including but not restricted to:
 - Special Educational Needs and Disabilities (SEND)
 - Publication of statutory requirements
 - Personal, Social and Health Education (PSHE)
 - Pupil Behaviour and Exclusions
 - CPD for staff
 - Children educated in Alternative Provision

Stakeholder Engagement

- i. Scrutinising partnership working between parents/ carers and the Academies to promote high standards of attendance, behaviour and learning by students.
- ii. Receive reports from each Academy on the views of students, parents / carers and other stakeholders as part of a programme of regular self-evaluation by the Academies to assess its performance and that of the Trust against stated aims and objectives.
- iii. Ensuring that such feedback is used to support the development of best practice and to promote the quality of the overall student experience.

Policy Review

- i. Review and recommend for adoption those policies allocated to the Committee by the Board and to identify any further policies required.

SCITT Board

The Board operates in partnership with the Rochdale Pioneers Secondary headteacher partnership. It comes under the authority of Great Academies Education Trust as its legal Responsible Body status, although operationally the SCITT has historically operated under the management of Middleton Technology School.

Responsibilities of the SCITT Board

- To monitor recruitment, retention, achievement and progression of ITE trainees
- To ensure a fully compliant ITE curriculum is in place, reviewed, updated and quality assured regularly.
- To ensure subject tutors and mentors are fully trained and deliver quality provision for ITE trainees.
- To ensure appropriate partnerships with a University to provide PGCE accreditation and

inclusive partnership arrangements with other ITE stakeholders.

- To ensure all arrangements are Ofsted compliant and stand scrutiny of this accountability.
- To seek Accredited Provider Status, or Lead Partner status with an Accredited Provider, to retain our involvement in ITE from 2024

4. Local Governing Committees (Academy Governing Committees)

The Board of Trustees delegate certain functions to the LGCs in each school (formerly referred to as the Local Governing Body) but retains the right to appoint all members of the LGCs including the appointment of the Chair and Vice-Chair, where appropriate. Quorum of the LGC is 2 non-conflicted members. Appendix 2 is a table showing the members of each Academy's LGC.

The LGC will comprise the people with the right skills to make appropriate and informed decisions for an academy, taking into account the views of pupils, staff, parents and the local community.

Each academy within the Trust will have an LGC, more than one academy may share an LGC, for example where they share an Executive leadership team or where the Board deem the option provides stronger governance.

The responsibilities of LGCs are set out in detail in this scheme of delegation but they include; building an understanding of how the academy is led and managed, monitoring whether the academy is working within agreed policies, meeting agreed targets, managing its finances well, engaging with stakeholders.

As a committee of the trust board, delegation to a local governing committee can be removed if there is evidence of;

- Weak performance in response to a review of governance or Ofsted inspection.
- An Ofsted inspection where there is a rating decline or an academy moves into a category of serious weakness or requiring improvement.
- A sudden or unexpected significant dip in the performance of an academy
- A significant safeguarding concern within an academy.

Constitution of the LGCs

Members of the LGC shall be known as governors. The LGC composition shall be ten made up as follows:

- i. Principal (as applicable) of the academy/school in an ex-officio capacity
- ii. Two parent governors
- iii. Two staff governors
- iv. up to 5 Trust appointed governors (of which up to 3 may be co-opted governors by the LGC, at the Trust's discretion)

The total number of governors including the Principal who are staff employed at the academy/school shall not exceed one third of the total number of governors.

The LGC shall agree with the Trust the numbers of governors that it wishes to appoint in each category and thereafter shall endeavour to ensure that all vacancies against the agreed

composition are filled as soon as reasonably practicable. A change in composition of the LGC shall require a vote at a meeting of the LGC and the subsequent agreement of the Trust. The Trust has the final say on all appointments.

The Trust may at its discretion appoint additional governors to the LGC to support the academy/school.

The Chief Executive Officer or their representatives and all Trustees have the right to attend any LGC meeting where this is deemed appropriate by the Trust. However, they are not required to form part of the LGC composition and do not have voting rights.

Agendas will be drawn up by the Governance Officer or local Clerk in line with the DfE guidance and legislative changes.

For the meeting to be quorate, there must be present at least one third of the total number of governors of the LGC at the date of the meeting. Governors are able to participate in meetings in person, hybrid or wholly by telephone or video conference, to be determined by the LGC Chair and Principal, taking note of the most recent Public Health advice and guidance.

Every matter to be decided at a meeting of the LGC shall be determined by a majority of the votes of the governors present and entitled to vote on the matter. Every Governor shall have one vote. Where there is an equal division of votes, the Chair of the meeting shall have the casting vote. A Governor may not vote by proxy.

Meetings will be closed meetings (not open to the general public except by express permission of the Chair)

Other members of an academy/school's leadership team or wider staff team, and members of the GAET central team, may attend as agreed by the Chair of the LGC, as relevant to the agenda or for their own professional development.

Appointment of Governors

Terms of office for any governor will be four years, with a maximum of three terms (unless there are either exceptional circumstances agreed by the CEO or the person in question brings specific skills required by GAET and recognising previous terms of office served on the predecessor Local Governing Committee. When appointing governors, GAET shall endeavor to ensure that the appointee brings, or agrees to, develop skills that complement or fill gaps in the skills of existing governors as set out in section

All GAET governor appointments must be ratified by the Trustees.

Co-opted governors may be appointed by the LGC. Co-opted governors may include anyone in the academy's community that the LGC considers brings appropriate skills and knowledge to the LGC, including parents and staff. A co-opted governor has a term of one year.

Co-opted governors who are also parents of children at the school are not parent governors for the purposes of 3.5.1(ii) and are not required to be elected.

Co-opted governors may also be staff employed at the school but in making the appointment the LGC must pay regard to the requirement in 4.iv that staff may not comprise more than 1/3 of the LGC.

The Chair and Vice-Chair of the LGC are elected by the governors and will be a non-staff Co-opted Governor or Parent Governor.

The appointment of the Chair must be ratified by the Board of Trustees.

Resignation, Removal and Disqualification of Governors

Resignation - A person serving on the LGC shall cease to hold office if:

- i. they resign their office by giving notice in writing to the Clerk of the LGC
- ii. the Principal or staff Governor ceases to work at the school
- iii. the Trustees terminate the appointment of a Governor whose presence or conduct is deemed by the Trustees not to be in the best interests of the Trust or academy, in accordance with the guidance of principles and personal attributes in the Governance competency framework

For the avoidance of doubt, a Parent Governor shall not automatically cease to hold office solely by reason of their child ceasing to be a pupil at the school.

Removal - Trustees have the power to remove any governors of the LGC.

Disqualification - A person shall be disqualified from serving on the LGC if s/he is

- under the age of 18,
- would not be able to serve as a Company Director in accordance with the Company Directors Disqualification Act 1986 or to an order made under section 429(2)(b) of the Insolvency Act 1986;
- has been removed from the office of a charity trustee or trustee for a charity by an order made by the Charity Commissioners or the High Court on the grounds of any misconduct or mismanagement or, under section 34 of the Charities and Trustees Investment (Scotland) Act 2005, from participating in the management or control of any body.
- Is included in the list of people considered by the Secretary of State as unsuitable to work with children
- Disqualified under the Childcare Act 2006

Responsibilities of Governors

The LGC shall ensure that its Governors have between them the skills, experience, knowledge and personal characteristics required to carry out their responsibilities effectively. Guidance on building an effective Governing Body can be found in the DfE Governance Handbook, 2020 and Competency Framework for Governance, January 2017, and from the National Governors Association. The LGC shall review its performance annually, working with a member of the Executive Team or someone delegated by the Trust, to identify areas for improvement during the

subsequent year. Where skills gaps are identified these should be filled by training and/or recruitment.

The statutory roles for governance are the responsibility of the Trust. These roles are delegated to the LGCs, but are accountable to the relevant Trust committee as indicated:

- Safeguarding and Child Protection (inc LAC) - Outcomes
- Pupil Premium - Outcomes
- SEN / Inclusion - Outcomes
- Curriculum - Outcomes
- Finance – Finance & Resources
- Health & Safety - Outcomes
- Behaviour and Attendance - Outcomes
- Careers/Progression/Positive Destinations - Outcomes
- GDPR – Audit & Risk

The Trust's preferred model is for the LGC to organise itself to establish clear focus on resources, education and community engagement. LGCs must organise themselves so that they can easily report on the areas set out in the list above to the Trust committees as indicated, within the timescale set by the Trust.

The financial delegation set out in section 5.5 defines the minimum operational requirements of each academy. The LGC may impose one or more stricter requirements at its discretion. Revisions to this financial delegation or the Finance Policy, must be authorised by the Trust.

The Chair of the LGC will sit on the appraisal panel of the Headteacher/Principal, with the CEO to ensure that performance appraisal and pay reviews are carried out in line with Trust policy for all staff.

The LGC will represent the governance function for the Trust in an Ofsted inspection. Subject to prior agreement of the Board of Trustees, the LGC may establish sub-committees which may include individuals who are not governors of the LGC provided that such individuals are in minority. The subcommittee shall report to the LGC in respect of any action taken or decision made with respect to the exercise of that power or function at the meeting of the LGC immediately following taking of the action or making of the decision.

Each Governor shall be required to take part in regular self-review and is accountable for meeting their own training and development needs. It is the responsibility of each Governor to consider if, and raise any concerns where, they feel that appropriate training and development is not being provided.

Frequency of meetings

At least once per half term and as required.

Clerking

The LGC will appoint a Clerk to oversee clerking duties who will be overseen the Governance Lead. The Governance Officer will provide central training and guidance to all clerks of LGCs to:

- i. ensure that the company and its schools understand legal and regulatory requirements
- ii. keep the Board up to date with legal and regulatory requirements
- iii. communicate with LGC Clerks and Chairs to disseminate information across the Trust as appropriate
- iv. ensure that the LGC Clerks and Chairs understand the governance structure of the Trust
- v. ensure the Trust has access to appropriate advisors, e.g. audit, legal, health and safety as appropriate

All sub-committees and the LGC meetings should have an appropriate Clerk who will:

- i. be familiar with the Academy Trust Handbook
- ii. be familiar with the DfE Governance handbook, Competency framework for governance, and Clerking competency framework
- iii. understand the Trust's ethos
- iv. be familiar with the Scheme of Delegation and ARCI and support the committee and LGC governors in complying with it
- v. help LGC to understand the governance arrangements in the Trust
- vi. have awareness of the Trust's processes for obtaining professional advice, e.g. audit, legal, health and safety
- vii. assist LGCs in complying with the Board's reporting requirements
- viii. assist with agenda setting and minute taking for LGC meetings, and any subcommittees
- ix. ensure that papers are available on the GAET shared document system (Governor Hub) at least clear 7 days prior to any meeting
- x. ensure that minutes are available on the GAET shared document system (GovernorHub) as soon as they are available in draft format
- xi. work within the Clerking competency framework, attend GAET clerks' meetings and undertake professional training where appropriate

Appeals Panels and Hearings

Governors will form panels as and when required to manage a disciplinary, complaint, exclusion and admissions appeal in line with statutory guidance and the appropriate GAET Policy.

In the case where an appeal is lodged against a LGC's decision to uphold a permanent exclusion, the Trust must arrange for an Independent Review Panel to review the decision in accordance with the current statutory DfE Exclusion guidance for maintained schools, Academies and pupil referral units in England.

Communication Protocols

The Chair of LGCs will meet or be in contact with a member of the Trust Board on a termly basis to ensure good communication and strategic development of the Trust.

5. Chief Executive Officer (The Accounting Officer)

The CEO has the delegated responsibility for the operation of GAET including the performance of the trust's academies.

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 GAET. 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.

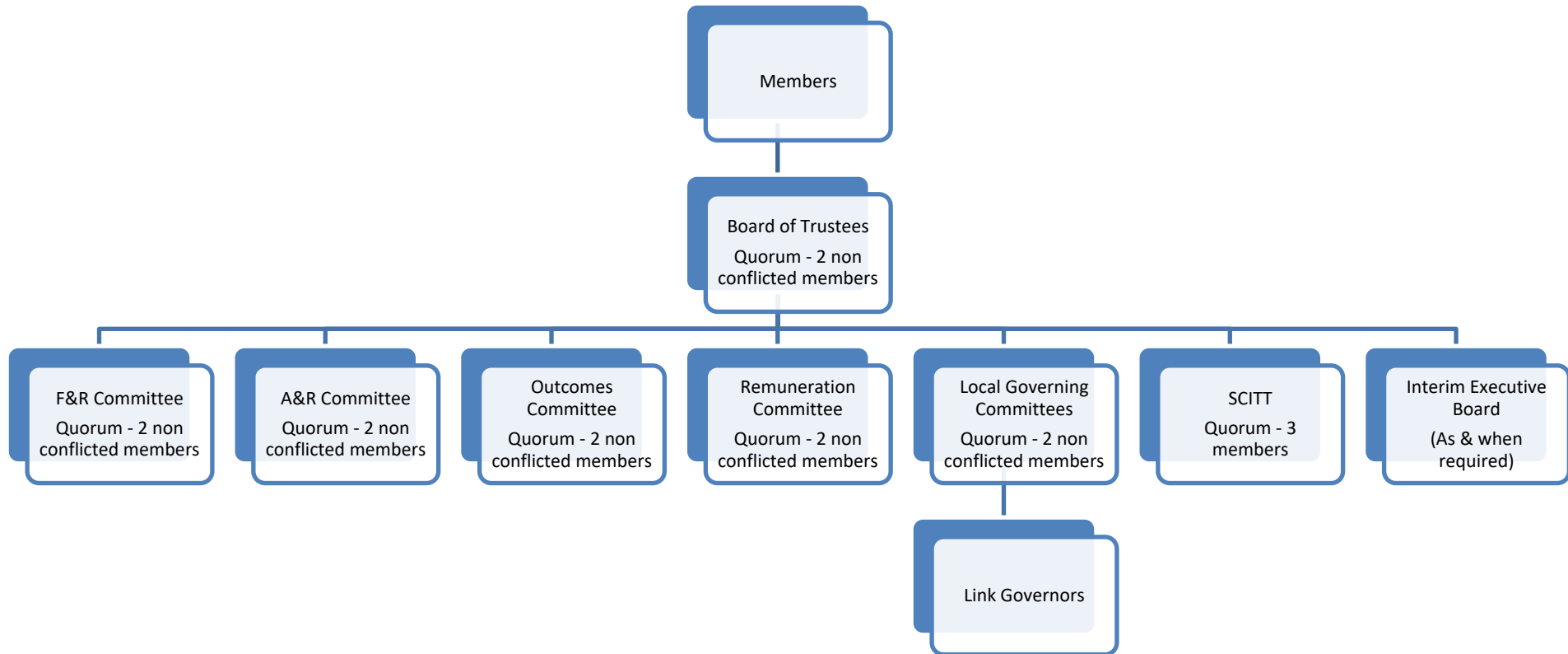
6. Academy Principal

The academy Principal is responsible for the day to day management of the academy and is managed by the chief executive officer. She / he reports to the local governing board on the overall performance of the school, the progress of pupils and any other matters which have been delegated to it.

When appropriate or necessary, he/she may also be called to report to the Trust Board or its standards committee or outcomes board.

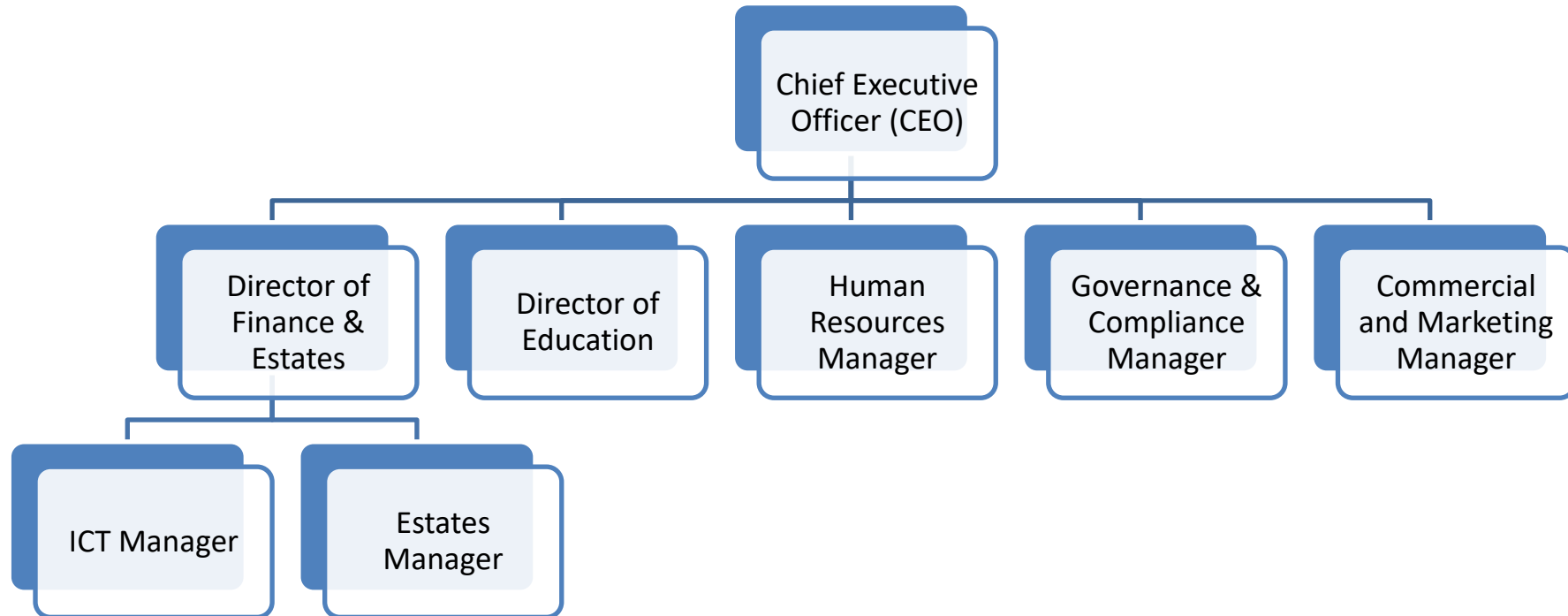
5.3 Target Operating Model – Accountability Structure

Appendix 3 (p32) is a table showing the members of each Committee



Executive Team Structure

Appendix 4 (p32) is a table of the current Executive Team.



5.4 Scheme of Delegation

Key

Level	Responsible Individual or Group
1 (M)	Member Level
2 (TB)	Great Academies Education Trust Board Level
(F&R)	Finance & Resources Committee
(A&R)	Audit & Risk Committee
(OC)	Outcomes Committee
(RC)	Remuneration Committee
3 (AO)	CEO/Accounting Officer Level
4 (DoF)	Director of Finance
(DoE)	Director of Education
(HR)	Human Resources
(EM)	Estates Manager
(GO)	Governance Officer
5 (LGC)	Academy / Local Governing Committee Level
6 (C)	Sub-committee of the Academy's Local Governing Committee
7 (P)	Principal Level

A	A ccountable and makes the final decision
R	R esponsible for carrying out the process or task and/or makes a recommendation
C	C onsulted before the decision or action is taken
I	I nformed before or after the decision or action is taken

Overview of responsibilities and abilities	Members	Trust Board	Outcomes Committee	Finance & Resources Committee	Audit & Risk Committee	Remuneration Committee	LGC	CEO /DoF/ DoE/ Executive Dependent on area	Principal	DfE/ESFA	Notes
Membership											
Articles of Association	A & R	R	I	I	I		I	I	I	I	
Scheme of Delegation		A	C	C	C		I	R & C	I		
Appointment and removal of Members	A & R	C & I						I		I	<i>DfE informed via GIAS</i>
Appointment and removal of Trustees	A & R	A & R	I	I	I		I	I & C	I	I	<i>DfE informed via GIAS</i>
Election of Chair of Trustees	I	A & R	I	I	I		I	I	I	I	
Appointment of Chair and Vice Chair of LGCs		A & R					C	C	I		
Appointment of LGC Governors		A & I					C	C & R	I	I	<i>Staff & Parent Governors appointed via election. DfE informed via GIAS</i>
Removal of Chair of LGC		A&R					C	C	I		
Appointment of Clerk to LGC							R	A	I		
Managing conflicts of interest		A & R	R	R	R		A & R	C & I	A & R		
Strategy											
Strategic vision, values and objectives of the Trust		A & R	I	I	I		C	C	C		
Strategic vision, values and objectives of the School		C & I	I	I	I		R	A	R		
Agree academic performance targets		A	I				R	R	R	I	
Performance against academic targets		A	I				R	A & R	R		
Change of curriculum		I	C & R				R	A	R		
Change of school day		I	I				R	A	R		
Term dates and INSET dates		R					C	A	R		
Website, prospectus, uniform, marketing & PR			I				R	A	R		<i>Central & school based</i>
Growth		A	C	C	C	C	C	R	C		
Undertaking Trust-wide review	A	A	C	C	C	C	C	R	C		

Overview of responsibilities and abilities	Members	Trust Board	Outcomes Committee	Finance & Resources Committee	Audit & Risk Committee	Remuneration Committee	LGC	CEO /DoF/ DoE/ Executive Dependent on area	Principal	DfE/ESFA	Notes
Finance											
Appoint internal & external auditors	A	I		I	R						
Internal and external audit		I		I	A			R	I		
Trust annual accounts	I	A		R	I		I	R			
Trust strategic budget plan		A		R			I				
School strategic budget plan		A		R			R				
Budget monitoring				A			R				
Contract renewals of 3 or more years duration		A		C			C	R	R		
Pay scales	I	A	I	C	I	R	C	I	I		
Staffing											
Appoint CEO	I	A & R		I	I		I		I	I	
Performance Appraisal CEO		A (Trust) R (Chair)				A					
Appoint Members of GAET Central Team		C & I	I	I			I	A & R	I		
Appoint and PA – Principals		I	I	I		A	C & I	A & R			
Appoint and PA – VPs APs		I	I				R	A	R		
Appoint and PA – Finance Leaders				I			I	A & R	R		
Appoint and PA – other school based staff							A & R	C & I	A & R		
Dismissal, suspension & redundancy CEO	I	A & R	I	I	I		I		I	I	
Dismissal, suspension & redundancy Principals		A (Chair)	I	I	I		C & I	R (CEO)			
Dismissal, suspension & redundancy of any school based staff (other than CEO/Principals)				I	I		R	A R (CEO)	R		F&R informed if there is a payout A&R informed if there is a risk CEO can dismiss staff
Restructuring of staff		I	I	I	I	C & I	R	A	R		
Staff well-being		A			I		R	R	R		

Overview of responsibilities and abilities	Members	Trust Board	Outcomes Committee	Finance & Resources Committee	Audit & Risk Committee	Remuneration Committee	LGC	CEO /DoF/ DoE/ Executive Dependent on area	Principal	DfE/ESFA	Notes
Premises and ICT											
Long term lease or disposal of assets				A	I		C	R	R	I	ESFA to be informed if lease >7 years
Long term lettings (>1 year)				I	I		R & C	A	R		
Structural changes to buildings/land		I		C & I							
School condition allocations		I		A & I							
ICT support				I							
ICT infrastructure				I			A & R	A & R			
Compliance											
Risk register – School		I	I	C & I	A		R	C & I	R		
Risk register – Trust		C & I	C & I	C & I	A			R			
Ensure compliance with all statutory & regulatory requirements (inc Health & safety)		A	I	C & I	C & I		R	R	R		
Safeguarding		A & R	C & R	R	C & I		R	R	R		
Central policies as per GAET policy register		A & R	A	A	A	A	C	R	R		Accountability of the policy is dependent on the policy
Discipline/Exclusions											
Approve Pupil Behaviour Policies		A & R	C	I			C	C & R & I	R		
Monitor implementation of pupil behaviour policies		A	I	C & I	I		R	R	R		
Monitor issues associated with each academy's implementation of pupil behaviour policies		A	I	C & I	I		R	R	R		
Exclude a pupil for more than 15 days or permanently		A	C & I		I		R	R	A & R		A&R is informed if there is a risk of appeal
Review exclusion on appeal		I	I				I	R	C		
Direct reinstatement of excluded pupils		I	I				I	I	A & R		
Exclusions fixed term		I	I				I	I	A & R		
Exclusions permanent		I	I				A & R	I	A & R		

Overview of responsibilities and abilities	Members	Trust Board	Outcomes Committee	Finance & Resources Committee	Audit & Risk Committee	Remuneration Committee	LGC	CEO /DoF/ DoE/ Executive Dependent on area	Principal	DfE/ESFA	Notes
Admissions											
Agree Trust-wide and academy admissions policy		A & R	I	I			C	C & R	R		
Agree PAN annually		C	C	C	C & I			R	R		
Approve admission application decisions.		A						C	A & R		This is dependant on Academy SLAs
Extended Provision and Growth											
Decide to offer additional activities and what form these should take		I	I	A	I		R	C & I	R		
Put in place & ensure delivery of services to be provided		C & I	C & I	A	I			R			
Monitoring of extended provision		A	I	C & I	I		R	R	R		
Cease any aspect of extended provision		A	C & I				R	R	R		
Decision on a new school/schools joining the Trust	I	A	C	C	C	I	R	R	R	R	
Safeguarding											
To develop & implement the Trust's safeguarding policy		A & R	C	I	I		R	C & I & R	A & R		
Complete & Maintain single central record		A	I	I	I			R	A & R		HR Central Team
Appoint safeguarding Trustee and Governor		A & R	I		I		R	R	R		
Undertake & approve annual review of safeguarding across academies		A & I			C & I			R			This will be commissioned externally
Partial/full school closure and reopening		I					I	C	A & R		

5.5 Scheme of Financial Delegation

The Board of Great Academies Education Trust is accountable for the financial control and management of all of its academies and colleges. To enable effective operation, the Trust delegates responsibility for certain processes and authorisation. This Scheme sets out the financial delegations to each level of governance within the MAT. Adherence to the Scheme forms part of the internal control system by which the Board gains assurance. No changes to the scheme can be made without Board approval.

Overview of responsibilities and abilities	Members	Trust Board	Outcomes Committee	Finance & Resources Committee	Audit & Risk Committee	Remuneration Committee	LGC	CEO	DoF	Executive Principal / Principal	HR Manager	Budget Holder	DfE/ESFA
Trust strategic budget plan		A		R	I		I	R	R				
School strategic budget plan		A		A & R	I		I	R	R	R			
Budget monitoring		I		A	I		R	R	R	R		R	
Budget virement between school budgets				A				R	C	C			
Submit ESFA budgetary returns within agreed timescales				I	I			A	R				
Accept quotes and tenders and approve spend in contracts of 3 years or more		A						A & R	R				
Accept quotes and tenders and approve spend up to £1k								A	A	A & R		R	
Accept quotes and approve spend up to £15k (min of 3 quotes)								A	A	A & R			
Accept quotes and tenders and approve spend up to £30k (min of 3 quotes)								A	A & R	R			
Accept quotes and tenders and approve spend up to £50k (min of 3 quotes)				A				A & R	R				
Accept quotes and tenders and approve spend between £50k to £150k (min of 3 quotes)		A		A	I			R	R				
Over £150k (OJEU)		A		A & R	I			R	R				
Authority to accept other than the lowest quote								A	A & R	R			

Overview of responsibilities and abilities	Members	Trust Board	Outcomes Committee	Finance & Resources Committee	Audit & Risk Committee	Remuneration Committee	LGC	CEO	DoF	Executive Principal / Principal	HR Manager	Budget Holder	DfE/ESFA
Approval of monthly payroll								A	A & R	A	R		
Approval of overtime								A	A	A & R	R		
Approval of additional payments over and above contractual salary (up to £1k)							A	A & C	A & C	R	R		
Approval of additional payments over and above contractual salary (over £1k)				A				A	R				
Opening or closing of bank account		A		I	I				R				
Cheques and BACs (as per mandate)									R	R	R		
Intercompany bank transfers									A & R				
Ensure invoices are issued accurately and promptly									A & R				
Ensure debt collection arrangements are in place and followed through									A & R				
Ensure services provided to third parties are charged at full cost					I			A	A & R	R	R		
Writing off debts and losses (less than threshold levels in step below)				I	I			A	A & R	R	R*		
1% of total annual income or £45,000 whichever is smaller per single transaction (subject to a max of £250,000)				I	I			R	R				A
Enter into borrowing arrangements including finance leases and overdraft facilities from any source which is repaid from grant monies or secured on assets				I	I			R	R				A

* = HR only involved in payroll debts and write offs

Overview of responsibilities and abilities	Members	Trust Board	Outcomes Committee	Finance & Resources Committee	Audit & Risk Committee	Remuneration Committee	LGC	CEO	DoF	Executive Principal / Principal	HR Manager	Budget Holder	DfE/ESFA
Establish security of buildings, furniture, equipment, stocks and stores					I			I	A	A & R			
Maintain an inventory of all moveable and valuable items of equipment								I	A	A & R			
Check annually that recorded assets exist and are in working order					I			I	A	A			
Maintain a record of all property borrowed by staff or students								I		A & R			
Ensure that adequate insurance cover is in place to cover the value of assets held					A			I	R				
Approve the sale and disposal of unused fixed assets where a residual value exists and a price can be reasonably obtained (up to £2500)								I	A & C	R			
Approve the sale and disposal of unused fixed assets where a residual value exists and a price can be reasonably obtained (over £2500)								A	A & C	R			
Ensure that cash and financial assets are safely secured and controlled					R & I				A	A & R			
Non-contractual special payments as defined in the Academy Trust Handbook 2021 – up to £50,000				C & I	I			A	R				
Non-contractual special payments as defined in the Academy Trust Handbook 2021 – over £50,000		C & I		C & I	I			R	R				A
Ex gratia special payments as defined by Academy Trust Handbook 2021 (any amount)		C & I		C & I	I			R	R				A
Taking up a finance lease		C & I		C & I	I			R	R				A

EXCEPTIONAL CIRCUMSTANCES

Interim Executive Boards (IEB)

Great Academies Education Trust may *stand down* a Local Governing Committee and appoint an Interim Executive Board in one or more of the following circumstances:

- Identification of weak performance in response to a review of governance or Ofsted inspection.
- An Ofsted inspection where there is a rating decline or an academy moves into a category of serious weakness or requiring improvement.
- A sudden or unexpected significant dip in the performance of an academy
- A significant safeguarding concern within an academy.

The GAET central team will manage the process of standing down an LGC.

The main function of the IEB will be to secure the governance of the academy and develop a sound basis for improvement. The IEB will be in place until the GAET Board is satisfied that the relevant performance problems have been rectified, and that the revised membership of the LGC is sufficiently competent to resume responsibility for the academy.

GAET does not adopt a one size fits all approach and is committed to appointing IEB's which are small, focused groups. Members will be chosen on a case by case basis in accordance with the needs of individual academies.

Removal and Replacement of Chairs of Local Governing Committees

Great Academies Education Trust may remove and replace the chair a local governing committee in one or more of the following circumstances:

- Identification of weak performance by a chair in response to a review of governance or Ofsted inspection.
- An Ofsted inspection where there is a rating decline or an academy moves into a category of serious weakness or requiring improvement.
- A sudden or unexpected significant dip in the performance of an academy
- A significant safeguarding concern within an academy relating to the performance or behaviour of the chair.

The GAET central team will manage the process of removing and replacing the chair. The team will work with the remaining members of the governing body in order to identify an effective replacement.

The main function of removing and replacing a chair will be to secure the governance of the academy and develop a sound basis for improvement. The newly appointed chair will remain in place until the GAET Board is satisfied that the relevant performance problems have been rectified, and that the LGC is sufficiently competent to resume responsibility for appointing its own chair.

Appendix 1 – The Nolan Principles

The Seven Principles of Public Life (also known as the Nolan Principles) apply to anyone who works as a public office-holder. This includes all those who are elected or appointed to public office, nationally and locally, and all people appointed to work in the Civil Service, local government, the police, courts and probation services, non-departmental public bodies (NDPBs), and in the health, education, social and care services. All public office-holders are both servants of the public and stewards of public resources. The principles also apply to all those in other sectors delivering public services.

1.1 Selflessness

Holders of public office should act solely in terms of the public interest.

1.2 Integrity

Holders of public office must avoid placing themselves under any obligation to people or organisations that might try inappropriately to influence them in their work. They should not act or take decisions in order to gain financial or other material benefits for themselves, their family, or their friends. They must declare and resolve any interests and relationships.

1.3 Objectivity

Holders of public office must act and take decisions impartially, fairly and on merit, using the best evidence and without discrimination or bias.

1.4 Accountability

Holders of public office are accountable to the public for their decisions and actions and must submit themselves to the scrutiny necessary to ensure this.

1.5 Openness

Holders of public office should act and take decisions in an open and transparent manner. Information should not be withheld from the public unless there are clear and lawful reasons for so doing.

1.6 Honesty

Holders of public office should be truthful.

1.7 Leadership

Holders of public office should exhibit these principles in their own behaviour and treat others with respect. They should actively promote and robustly support the principles and challenge poor behaviour wherever it occurs.

Appendix 2 – Local Governing Committee Membership – September 2022

Governor Type	Copley Academy LGC	Great Academy Ashton LGC	Middleton Technology School LGC	Silver Springs Primary Academy LGC
Principal – Ex Officio	Ruth Craven	David Waugh	Janine Kellett	Deborah Mason
Trustee Governor (Chair)	Emma Lark	TBC	Joanne Draper	Alan Heron
Trustee Governor	Neil Morris	David Ainsworth	<i>vacancy</i>	Patricia Broadley
Trustee Governor	Kiran Patel	Adam Parsons	<i>vacancy</i>	Jon Hartley
Trustee Governor	Penny Wardale	Tamoor Shafique	Mike Sherratt	Carolyn Wright
Trustee Governor	Felix Slade	Phillip Liggett	Barbara Waters	<i>Vacancy</i>
Parent Governor	Jemma Dagnah	TBC	Christine Battison	Wesley Saville
Parent Governor	Amanda Hickling	Gemma Tierney	Jill Micalief	Kirsty Wilkinson
Staff Governor	Julie Nuttall	Elizabeth Gilmore	Osian Strello	Steve Banham
Staff Governor	Sarah Sinclair	Kimberley Heavey	Neil Palmer	Rachel McHugh

Appendix 3 – Committee Members – September 2022

Role	Main Board	F&R Committee	A&R Committee	Outcomes Committee	Remuneration Committee
Chair	Paul Jones	Frank Norris	Steve Griffiths	Barbara Daykin	Catherine Williams
Representatives	Frank Norris	Kal Kay	Paul Jones	Chris Bowes	<i>vacancy</i>
	Paul Broderick	Steve Griffiths	Kal Kay	Paul Jones	Barbara Daykin
	Chris Bowes	Paul Jones			
	Catherine Williams				
	<i>vacancy</i>				
	Steve Griffiths				
	Barbara Daykin				
	Kal Kay				

Appendix 4 – Executive Team Members – September 2022

Chief Executive Officer	Brendan Loughran
Director of Education	Phil Smith
Director of Finance and Estates	Lucy Bowman
Commercial and Marketing Manager	Andrew Thelwell
Estates Manager	Simon Nicholson
Governance & Compliance Manager	Hannah Abbott
Human Resources Manager	Sandra Cheeseman
ICT Manager	Chris Bill