



Greater Manchester Academies

Scheme of Delegation

2025/26



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1. Overview

The purpose of governance is to provide:

- strategic leadership
- accountability and assurance
- strategic engagement

The board has collective accountability and strategic responsibility for the trust. It has a focus on ensuring the trust delivers an excellent education to pupils while maintaining effective financial management and **must** ensure compliance with:

- the trust's charitable objects
- regulatory, contractual and statutory requirements
- their funding agreement

2. Purpose of the Scheme of Delegation

The scheme of delegation sets out the structure and delegated remit of the trust's members, its board and any committees. The Board of Trustees use this document to allocate roles and responsibilities across a range of operational areas for each layer within the trust (members, trustees, executive team, school leaders, and local governance).

In determining this Scheme, the Trustees have been mindful that:

- The academy trust is the legal entity with the board having collective accountability and responsibility for the academy trust and assuring itself that there is compliance with regulatory, contractual, and statutory requirements.
- Although trustees can choose to delegate certain powers, they cannot give up their legal duties to a third party – even to the members.

Greater Manchester Academies Trust is the legal entity with the board having collective accountability and responsibility for the academy trust and assuring itself that there is compliance with regulatory, contractual, and statutory requirements. The academy trust board provides:

- **Strategic leadership of the academy trust:** the board defines the trust vision for high quality and inclusive education in line with its charitable objects. It establishes and fosters the trust's culture and sets and champions the trust strategy including determining what, if any, governance functions are delegated to the local tier
- **Accountability and assurance:** the board has robust effective oversight of the operations and performance of the academy trust, including the provision of education, pupil welfare, overseeing and ensuring appropriate use of funding and effective financial performance and keeping their estate safe and well maintained
- **Engagement:** the board has strategic oversight of relationships with stakeholders. The board involves parents, schools and communities so that decision-making is supported by meaningful engagement.

3. Governance structure and lines of accountability

To ensure the Trust operates effectively, the Trust Board have resolved to establish the following Committees:

- Finance and Audit Committee (FAC), which will incorporate a Capital Projects sub-committee
- Pay and Personnel Committee
- Quality of Education Committee
- Local Governing Bodies for each Trust academy

The Trust Board reserves the right to add to the committee structure or use working parties to inform key strategic decisions required by the Trust. All committees and working parties will have clear terms of reference to support their roles.

Local Governing Bodies may also have their own Quality of Education sub-committee or equivalent oversight arrangements through link governors.

4. The role of the Members

The Members are the guardians of the governance of the Trust. The articles of association describe how Members are recruited and replaced, and how many of the Trustees the Members can appoint to the Trust Board (up to 12 Trustees). The Members appoint Trustees to ensure that the Trust's charitable object is carried out and so are able to remove Trustees if they fail to fulfil this responsibility.

Members' powers are set out in the trust's articles of association and in company law, but their key responsibilities include:

- Assurance that the governance of the trust is effective.
- Approval of amendments to the Articles of Association, subject to any restrictions created by the Funding Agreements or charity law, which define the Trust's charitable objectives and governance structure.
- Appointment and removal of Members in accordance with the Articles.
- Appointment and removal of Trustees in accordance with the Articles.
- Appointment the Trust's External Auditors
- Receipt of the Trust's annual report and audited accounts.
- Change the Trust's name and, ultimately, wind it up.

5. The role of the Trustees

The Trust is a charitable company and therefore Trustees are both Charity Trustees (within the terms of section 177(1) of the Charities Act 2011) and Company Directors (within the terms of the Companies Act 2006).

The trust is a legal entity and is the employer of any central or academy staff and has responsibility for the health and safety of those staff, its pupils and any visitors. The trust board has collective accountability and responsibility for the trust on behalf of the members.

The board can delegate most operational matters. It can also delegate aspects of decision-making to a committee, but it cannot delegate responsibility and must retain overall control.

The board can decide whether trustees will have a focus on certain areas to support its strategic decision-making, often referred to as link or lead trustees.

To be effective the Board must provide confident, strategic leadership in setting the trust's strategy and championing its vision and culture through:

- initiating and leading strategic change and overcoming strategic challenges, acting in the best interests of pupils
- defining medium and long-term trust-wide strategic goals, including development and improvement priorities
- monitoring and reviewing progress rigorously against agreed strategic goals and their effective implementation
- managing risk appetite and tolerance in line with strategic priorities and improvement plans
- embedding appropriate strategies and risk management at every level of governance
- informed decisions on whether to form, join or grow a group of academies, supported by strong due diligence, in line with the trust's strategic plan

The Trust Board has the right to review and adapt its governance structure at any time, which includes removing delegation.

6. The role of Trust Board Committees

The Trust Board may establish Committees to carry out some of its governance functions which may include making decisions.

Each committee of the board (other than those in a MAT constituted under the articles as a local committee) must contain a majority of trustees.

The board must have an audit and risk committee and should have a finance committee. GMAT has a Finance and Audit Committee to fulfil this requirement.

The membership and responsibilities of each Committee are set out in each Committee's Terms of Reference.

The Trust Board will ensure that Committee members have the necessary skills, background and experience to properly fulfil the relevant Committee functions. In accordance with best practice, the Trust Board will carry out regular reviews of the skills and experience available to each Committee and will seek to develop additional capability and skills where required.

7. The role of the Local Governing Body

The Trust Board may delegate some governance functions to Local Governing Bodies.

Local Governing Bodies have responsibility for:

- Serving as the key link between the academy, parents/carers and the local community.
- Approving and monitoring policy and strategy for curriculum, learning, teaching, assessment and student welfare.

- Ensure effective implementation of Trust policies and procedures.
- Ensuring the Trust’s culture, values and strategic aims are delivered in the academy
- Promoting, oversee and monitor academy safeguarding arrangements.
- Promoting, oversee and monitor support for pupils with special educational needs and disabilities.

8. The role of the CEO

The Trust Board delegate the day-to-day management of the Trust to the CEO, line managing them in line with the Trust’s appraisal and performance management policies.

The CEO is also the Accounting Officer and so is not only responsible for the performance of the Trust as a whole but has a personal responsibility to parliament for the regularity, propriety and value for money, and for assuring the Trust Board about compliance with the Funding Agreement and the Academy Trust Handbook.

The CEO will be responsible for the leadership and management of the Central Executive Team and the academy Headteachers and will report to the Trust Board and its Committees.

9. Termination and amendment

The Scheme will be subject to formal review, annually. However, if the Trust Board deems it appropriate, changes may be made at any time the Board sees fit.

The Trust Board has the absolute discretion to review, amend and/or terminate parts of the Scheme at any time and as it sees fit (subject to complying with the legal requirements upon it).

As the Trust and the academies develop, so may the governance arrangements and accordingly the delegations that are in place. For example, (and without limitation):

- Changes may need to be made as a result of lessons learned and development of best practice.
- Where weaknesses develop in an academy’s leadership and governance, or in particular areas, the Trust Board may need to intervene and remove delegations.

The Trust Board would welcome comments on the operation of the Scheme where it is felt that revisions should be made.

10. Scheme of Delegation matrix summary

The Scheme of Delegation matrix will be complemented by the DfE’s Academy Trust Handbook.

The delegation matrix that applies in respect of the Trust and its academies is set out below. It is structured in accordance with the following index:

Accountable: Ultimately answerable for the task being delivered. Delegates the task to those responsible. There should be only one group/person accountable for each task/decision.

Responsible: Responsible for the delivery. Does the work to achieve the task. Can be shared between groups/individuals.

Consulted: Needs to be involved before the decision is made. Communication is two-way – these are important stakeholders or have relevant specialist knowledge in the subject.

Informed: Those to be kept up to date on progress. Communication is one-way and may be updated only when the decision has been taken or the task completed.

	Key Delegation	Members	Trustees	Committee	CEO	LGB	Headteacher	Comments / Clarification
A.	Overarching Governance							
A1	MEMBER MATTERS							
1.	Amending Articles of Association	A	C		R			
2.	Calling Members' Meetings	A						
3.	Appointing / removing Members	A						
4.	Managing Member Register of Interests / Related Party Transactions and keep under regular review	A			R			Governance Professional to co-ordinate and ensure relevant checks are completed via Companies House and GIAS and ensure relevant statutory information is published on the Trust's website.
5.	Holding Trustees to account for achieving the Trust's objectives, effective governance and working with the law and any guidance on the governance of Multi Academy Trusts	A	R					
6.	Receiving the Statutory Accounts	A		C	R			
7.	Dissolving the company	A	C		C	C	C	In consultation with the Board of Trustees, CEO and DfE, the Members can dissolve the company.
8.	Reports to Members	A	R		C			
9.	Appointing / removing Member Appointed Trustees	A	C		C			
10.	Appointing / removing Co-opted Trustees		A		C			
A2.	BOARD MATTERS							
11.	Reviewing Trust Board skills, effectiveness and CPD	I	A		R			
12.	Appointing / removing Chair of Trustees	I	A		I	I	I	
13.	Appointing Vice Chair of Trustees	I	A		I			
14.	Appointing Governance Professional	I	A		R			
15.	Appointing Accounting Officer	I	A			I	I	
16.	Allocating specific Trustee lead roles	I	A					

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	Key Delegation	Members	Trustees	Committee	CEO	LGB	Headteacher	Comments / Clarification
17.	Agreeing the Scheme of Delegation	I	A		C	C	C	
18.	Managing Trustee Register of Interests / Related Party Transactions and keep under regular review		A		R			
19.	Approving Trust Board's Annual Schedule of Business		A		C	I	I	
20.	Setting up any subsidiary company or linked charity		A		C	C	C	Trust Board must keep the need for a subsidiary company under review, based on the Trust's trading and related activities. Legal and financial advice required.
21.	Establishing and appointing Board Committees		A		C	I	I	
22.	Establishing and appointing Local Governing Bodies		A		C	R	I	
23.	Ensuring appointment checks, induction and training are provided to new members, trustees and governors.		A		R	I	R	
A3.	LOCAL GOVERNING BODY MATTERS							
24.	Appointing LGB Chair		A		C	R	C	
25.	Appointing LGB Vice Chair					A		
26.	Managing elections for the appointment of Parent Governors and Staff Governors of the LGB		I		I	A	R	
27.	Allocating specific lead Governor roles				C	A	C	
28.	Managing Governor Register of Interests / Related Party Transactions and keep under regular review					A	R	
29.	Reviewing LGB effectiveness		A		R	R	C	
30.	Completing LGB skills audit		A		C	R	C	
31.	Ensuring effectiveness of leadership and management in individual academies		A		R	C	R	
32.	Ensuring the quality of teaching, learning and assessment, personal development and best outcomes for pupils		A		R	C	R	

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	Key Delegation	Members	Trustees	Committee	CEO	LGB	Headteacher	Comments / Clarification
B.	Strategy and Leadership							
B1	STRATEGIC PLANNING & OVERSIGHT							
1.	Ensuring the Trust is financially viable, run in accordance with its Articles and law and meeting its charitable objectives		A	C	R			
2.	Setting Trust vision and ethos statement		A		R	C	C	
3.	Setting strategic objectives and KPIs of Trust and determine Trust Development Plan and review process		A		R	C	C	
4.	Determining Trust Self Evaluation Form (or equivalent)		A		R	C	C	SEF to reflect progress against Development Plan. CEO to prepare based on Academy SEF.
5.	Setting academy vision and ethos statement		A		R	C	R	
6.	Setting academy strategic objectives and KPIs		A		C	C	R	Must fit with Trust strategic objectives, KPIs and Development Plan (CEO to ensure) and reflect OFSTED outcomes.
7.	Determining Academy Development Plan and review process		I		C	A	R	Development Plan must be in line with strategic objectives Headteacher leading role in formulating (in conjunction with the CEO) for LGB scrutiny.
8.	Completing Academy Self Evaluation Form (or equivalent)		I		C	A	R	SEF to reflect progress against Development Plan. CEO to scrutinise and report on outcomes to the Trust Board.
9.	Involvement in Ofsted inspections		R	R	R	R	A	Trustees, Governors and/or Committee Members will be involved as appropriate in Ofsted inspections. The Headteacher will notify the Executive Team and the Chair of the LGB that an inspection has been notified. CEO will determine what involvement is needed from the Board and the LGB.
10.	Ensuring statutory policies are in place, approved and reviewed in line with statute and guidance		A	R	C		C	Managed by Governance Professional using Trust's Policy Schedule.
11.	Ensuring compliance with all regulation, policies and other statutory obligations	I	A	R	R		R	
B2.	ACADEMY ORGANISATION							
12.	Setting the growth model and determine protocol for considering taking on new academies/Free Schools (including due diligence arrangements)	A	C	R				Executive Team to manage process in accordance with agreed protocol. This should include the need for a conversion plan to deal with pre and post conversion matters, with an overall Project Manager identified, and the need for appropriate HR,

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	Key Delegation	Members	Trustees	Committee	CEO	LGB	Headteacher	Comments / Clarification
								finance, buildings, legal, governance advice. Full due diligence carried out for potential new academies.
13.	Deciding to take on a new academy/open a new Free School		A	C	R			Trustees must look carefully at all aspects of a potential academy prior to recommending an academy is taken on / new Free School established, given the impact that the decision may have on the academies already in the Trust. Finance and Audit Committee to review and challenge any financial impact on the Trust.
14.	Approving legal documentation associated with academy conversions		A	C	R			Trustees will obtain appropriate HR, legal, finance, buildings, governance advice as appropriate.
15.	Agreeing structural collaboration and partnership agreements		A	C	C		C	Trust level collaboration/partnership agreements to be entered into by Trustees with advice from Executive Team.
16.	Academy closure or re-brokerage (termination of Funding Agreement)	I	A	C	R			DfE consent required.
17.	Academy amalgamation / merger	I	A	C	R	C	C	DfE consent required.
18.	Agreeing other significant changes to an academy (e.g. potentially contentious proposals, changes to premises, change of age range)		A	C	R	C	C	DfE consent may be required.
19.	Setting the academy day and term dates				C	A	R	
B3.	RISK MANAGEMENT							
20.	Approving and maintaining risk process and approving the risk appetite		A	R	R			
21.	Reviewing and completing Trust Risk Register			A	R			
22.	Reviewing and completing academy level Risk Register				C	A	R	
B4.	GOVERNANCE POLICIES							
23.	Setting governance policies (data protection, information sharing, cyber security, Freedom of Information (FOI), code of conduct, complaints, whistleblowing)		A	C	R	I	R	

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	Key Delegation	Members	Trustees	Committee	CEO	LGB	Headteacher	Comments / Clarification
C.	Staffing							
C1	STAFFING STRUCTURES, POLICIES AND PAY							
1.	Approving Trust staff structure framework		A	C	R			Within budget and with due regard for HR and Finance policies and procedures.
2.	Approving academy staff structure framework				A	C	R	Headteacher to lead, with CEO approval and HR and finance advice from Central Team.
3.	Appointing CEO	I	A					
4.	Appointing CFO	I	A		R			
5.	Appointing Headteacher		A		R			
6.	Appointing Central Team (with exception of CEO and CFO)		A		R			Board approval (budget approval)
7.	Appointing academy staff			A	A	I	R	Budgeted roles at discretion of Headteacher. New roles to be approved by P&P Committee.
8.	Setting pay levels, including executive pay		A	C	R			
9.	Setting terms and conditions of employment, Trust wide HR policies and procedures and Staff Handbook		A	C	R	C	C	Trust Board holds accountability for ensuring compliance, with delivery carried out by the CEO, and where required, delegated to the Headteacher.
10.	Ensuring pre-employment checks are completed and school / Trust Single Centre Record is updated		A		R	I	R	
11.	Maintaining Register of Interests for staff members with significant financial control – for both Trust level and academy level		A		R	I	R	
12.	Determination of headship arrangements in emergency/interim situation		I		A	C		
13.	Setting approach to staff appointment and dismissal, with regard to statutory requirements		A	C	R			
14.	Setting HR policies (appraisal, pay, disciplinary, grievance, capability, safer recruitment)		A	C	R			
C2.	PERFORMANCE MANAGEMENT							
15.	Setting approach to appraisal and performance management		A	C	R		R	
16.	Performance management of CEO		A					
17.	Performance management of Central Team staff members			I	A			
18.	Performance management of Headteacher		I	I	A			
19.	Performance management of academy staff				C	I	A	
C8	STAFF WELLBEING							
20.	Overseeing staff wellbeing, workload and working conditions	I	A	C	R	I	R	

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	Key Delegation	Members	Trustees	Committee	CEO	LGB	Headteacher	Comments / Clarification
D.	Pupil Matters							
D1	EDUCATION PROVISION							
1.	Setting Trust approach to curriculum and assessment in line with national curriculum and context of the academy		A		R		R	
2.	Setting and delivering academy curriculum and assessment in line with Trust approach				C	C	A	
3.	Maintaining standards of teaching		I		A	I	R	
4.	Oversight of pupil progress and attainment		I		A	I	R	
5.	Approving Religious Education Policy and ensuring provision in line with policy		I		C	A	R	
6.	Approving Collective Worship Policy and ensuring provision in line with policy		I		C	A	R	
7.	Approving SMSC Policy and ensuring provision in line with policy		I		C	A	R	
8.	Approving Sex and Relationships Policy and ensuring provision in line with policy		I		C	A	R	
9.	Approving Off-site Visits Policy and ensuring provision in line with policy		I		C	A	R	
10.	Arranging examinations		I		C	A	R	
11.	Delivering careers guidance		I		C	A	R	
12.	Approving Pupil Premium Strategy for publication		I		C	A	R	
13.	Delivering Early Years Foundation Stage (EYFS)		I		C	A	R	
14.	Provision of school meals		I		C	A	R	
D2	ADMISSIONS							
15.	Determining admissions policies		A		R	C	R	
16.	Admissions application decisions		A		C	R	R	
17.	Securing an independent admission appeals panel			A	C		R	
D3	BEHAVIOUR, ATTENDANCE AND WELFARE							
18.	Setting and approving behaviour and welfare policies (behaviour, exclusions)		A		C	C	R	
19.	Ensuring correct responsibilities for determining exclusions in line with DfE guidance		A		C	C	R	

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	Key Delegation	Members	Trustees	Committee	CEO	LGB	Headteacher	Comments / Clarification
20.	Keeping pupil attendance registers		I		C	A	R	
21.	Ensuring Annual Safeguarding Report is filed with the Trust Board		A		R	C	R	
22.	Approving Safeguarding and Child Protection Policy		A		R	C	R	
23.	Ensuring effective safeguarding procedures and setting additional safeguarding policies		A		R	C	R	
24.	Monitoring safeguarding issues within an academy		I		C	A	R	
25.	Ensuring effective support for looked after children		A		R	I	R	

	Key Delegation	Members	Trustees	Committee	CEO	LGB	Headteacher	Comments / Clarification
E.	Accessibility							
1.	Approving and implementing Accessibility Plan		I		C	A	R	
2.	Determining equality information and objectives statement and equality objectives		A		C	C	C	
3.	Determining SEND and inclusion policies		A		C	A	R	
4.	Ensuring compliance with SEND Code of Practice		I		R	A	R	
5.	Approving the SEN Information Report		I		C	A	R	

	Key Delegation	Members	Trustees	Committee	CEO	LGB	Headteacher	Comments / Clarification
F.	Finance							
1.	Appointing / removing external auditor	A	R	C	C			
2.	Ensuring compliance with ESFA requirements		A	C	R			
3.	Delivering annual report and accounts required by DfE	I	A	C	R			

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	Key Delegation	Members	Trustees	Committee	CEO	LGB	Headteacher	Comments / Clarification
4.	Setting delegated authority limits for financial transactions	I	A	C	R			
5.	Establishing financial policies, procedures and regulations	I	A	C	R			
6.	Agreeing the financial charging model for Trust (including academies)		A	C	R		R	
7.	Overseeing the planning and preparation of the Trust budget and academy budget, ensuring it links to the Trust Strategy and Asset Management Plan.			A	R		R / C	
8.	Approving a balanced budget for the Trust		A	C	R			
9.	Monitoring Trust-wide cash position		A	C	R			
10.	Approving a balanced budget at academy level		A	C	R		R	
11.	Monitoring academy cash position		I	I	A		R	
12.	Monitoring Pupil Premium spend including Year 7 literacy and numeracy catch-up and PE and sport premium		I		C	A	R	
13.	Approving transfer between budgets headings (virements) within agreed limits.		A	C	A	C	A	As per limits noted in Financial control policy
14.	Sharing regular management accounts and forecasts		A	C	R			
15.	Agreeing the annual internal scrutiny programme		I	A	R			
16.	Agreeing annual external audit programme		I	A	R			
17.	Receiving External and Internal Audit Management letters and findings reports / ensuring recommendations are actioned		A	C	R			
18.	Ensuring the Trust has a robust asset management plan		A	C	R			
19.	Authorising the disposal of unusable or obsolete equipment included in the inventory		A	R	R		A	As per requirements of ESFA and as noted in Financial control policy
20.	Acquisition and disposal of freehold land & buildings, heritage asset and write-offs and liabilities (subject to £250,000 ceiling)		A	C	R			As per limits noted in Financial control policy
21.	Approving a Lettings Policy and fees			A	R			
22.	Ensuring that all contracts and agreements conform with finance policies and procedures		A	A	A		A	As per limits noted in Financial control policy
23.	Approval of investment of Trust reserves		A	C	R			
24.	Approving a scheme for paying trustee / governor allowances		A	C	R	I	I	

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	Key Delegation	Members	Trustees	Committee	CEO	LGB	Headteacher	Comments / Clarification
G.	Health and Safety, Insurance and Premises							
1.	Setting and approving health and safety policies and procedures		A		R	I	R	
2.	Ensuring adequate insurance cover is in place		A		R			
3.	Approving capital projects / building works		A		R		R	
4.	Delivering academy capital projects / building works / maintenance		I	C	A	C	R	
5.	Arranging and implementing site security		I		A	I	R	
6.	Managing external and community use				A		R	

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