

Scheme of Delegation



Ian Dolben
24 May 2023

SYMAT
MULTI ACADEMY TRUST
SCHEME OF DELEGATION

CONTENTS

1. Introduction
Governance Framework and Lines of Accountability
2. The organisational structure of governance.
3. Matters reserved for members.
4. Matters reserved for the Board of Trustees and delegated to its committees
5. Matters delegated to the CEO
6. Matters delegated to the Headteacher Board
7. Matters delegated to Local Governing Committees (LGCS) and Cluster Governing Committees (CGCs)
8. Matters delegated to Headteachers/Executive Headteachers
9. Matters delegated to other staff
10. Model of Governance
11. Decision Matrix for compliance matters
12. Summary of Financial Authority
13. Summary of Governor and staffing delegations

1. INTRODUCTION

This scheme of delegation is the key document which outlines how governance functions within our MAT, how responsibilities and decision making have been delegated and to whom. It is written as a working document which includes a written summary of financial authorisation levels. It should be read in conjunction with the ESFA Academy Trust Handbook 2021 (Formally known as the Academies financial Handbook) which outlines the 'musts' and 'should's' for academy trusts - minimum good practice which all trusts must apply.

It needs to be clearly understood by all parties that this document is subject to annual review to ensure that it remains fit for purpose. The scheme of delegation is supported by a 'Governance Handbook' which provides terms of reference and guidance on local governing committee (LGC) working.

Purpose of this Scheme of Delegation

1. The primary purpose of this Scheme of Delegation (**Scheme**) is to inform those involved with the governance of the Multi-Academy Trust (**MAT**) and of schools within it of where key decision making, advisory and other responsibilities lie within the MAT.
2. The Scheme does not contain details of every decision/responsibility or every aspect that will be delegated. Its content will be supplemented by the Trust's Financial Scheme of Delegation, strategic plans, policies and procedures and any direction given by the Members or the Board of Trustees from time to time. In the event that there is uncertainty as to which tier of governance has responsibility for a particular matter, guidance should be sought from the Chair of the Board of Trustees or the Chief Executive (as appropriate).

Sub-delegation

3. The delegations set out in this Scheme are delegated to the specific committees and any individuals unless otherwise directed or agreed by the Board of Trustees. These delegations cannot be exercised other than by the designated committee or individual unless otherwise directed or agreed by the Trust Board.

Chair's action

4. The Chair of Trustees (or in the absence of the Chair, the Vice-Chair), has power to carry out functions of the Trust Board in circumstances where:

- (a) The function needs to be carried out before there is sufficient time to hold a meeting of the Trust Board (whether in person or by other approved means); and
- (b) The delay occasioned by not doing so would be reasonably likely have a serious detrimental effect on the Trust, a school, a pupil, parent or member of staff; and
- (c) The Chair (or the Vice Chair as the case may be) is satisfied that in the particular circumstances it is reasonable for him or her to carry out the relevant function without the prior approval of the Trust Board; and

(d) He or she has consulted with such other Trustees and/or members of staff as he/she deems reasonable within the time available.

5. In all cases, the Chair of Trustees (or the Vice Chair as the case may be) should report to the Board as soon as is reasonably practicable the action that has been taken along with the reasons why the function had to be carried out by way of Chair's action.

6. Details of the Chair's action for LGBs are outlined in the information on LGBs in the Governance Handbook Section 6 in E 19.

Adoption, Termination and Amendment of the Scheme

7. This Scheme has been approved by the Board of Trustees and shall apply to each school from the date shown below.

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

(a) The Board of Trustees is ultimately accountable for the schools managed by the Trust and as such must be satisfied that delegation takes place only where appropriate and that it receives appropriate reports on matters delegated by it/actions taken in its name to enable appropriate oversight.

(b) There are some areas where centralised decision making and administration will reduce the burden on the individual schools and will achieve economies of scale.

(c) The Board will often be reliant on information, advice and guidance from its Committees, school Local Governing Bodies (**LGBs**) and others operating at school level. The Board considers that there is often a powerful case for local involvement in decision making.

9. The level of delegation will reflect the circumstances of the school at the time of delegation. The delegation in this scheme is for schools rated securely good or better where key performance indicators in relation to aspects such as progress and outcomes for students, teaching and learning, behaviour and safety, financial management and safeguarding are validated as such by internal review, external inspection and self-evaluation. The level of delegation will be reviewed and reduced in discussion with the Trust Board where concerns relating to performance e.g. in relation to standards, school categorisation, financial performance or safeguarding may emerge. In these instances certain decisions/responsibilities may be taken back by the Board of Trustees.

10. The Scheme will be subject to formal review annually. However, if the Board deems it appropriate, changes will be made in year. The Board has the absolute discretion to review, amend and/or terminate the Scheme at any time and as it sees fit (subject to complying with the legal requirements upon it).

11. The Board will seek views on the operation of the Scheme and where it is felt that revisions should be made. Where practicable, the Board will give the LGB an opportunity to comment before determining the Scheme of Delegation.

Approved by Trustees on: _____

Applies from: _____

Date of next scheduled review: _____

Governance Framework and Lines of Accountability

South York Multi-Academy Trust is a company limited by guarantee and a charitable trust which is funded by the department for education.

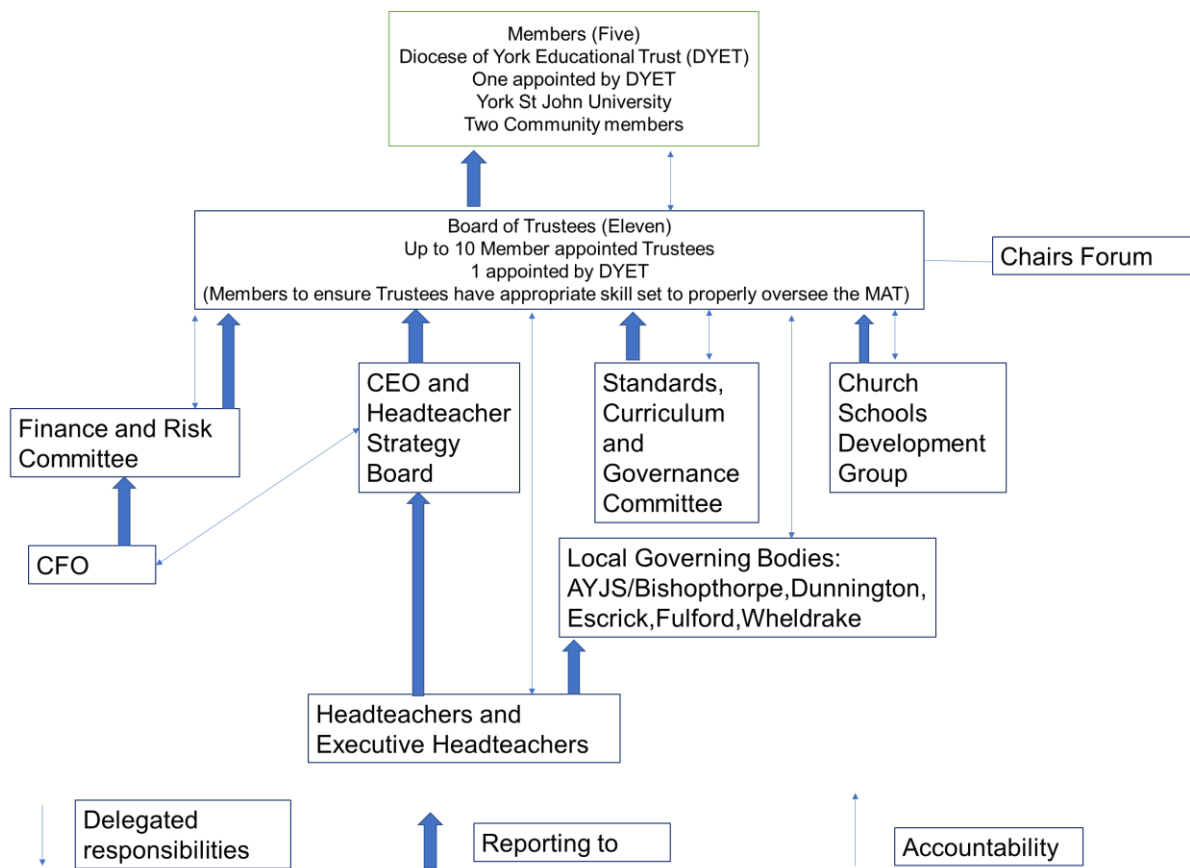
The Trust encourages all member academies to be self-governing. All local governance committees are de facto committees of the Board of Trustees. The members of each local governing committee are referred to as 'Governors'. The structure of each Local Governing Committee will be agreed taking into consideration the unique status of each individual academy as detailed on p.3.

It is important to remember, however, that even where responsibility is delegated to a local level, it is the academy trust as the legal entity (not the Local Governing Committee) that is ultimately accountable, for example in terms of finance and performance, and as the employer of staff.

Our model of local governance is that of 'earned autonomy' we reserve the right to intervene to provide support and/or limit the delegated authority of the local governing committee, subject to the routine review of the following indicators:

- School performance.
- Financial and administrative performance.
- Ofsted/SIAMS inspection outcome.
- Leadership or governance capacity or capability.

2. The Organisational Structure of Governance



The Members: One member is the Diocese of York Educational Trust (the ‘Corporate member’); one member appointed by the Diocese of York Education Trust, two members appointed from the Community, and a fifth member appointed by the University of York St John. They must not be employees of the MAT nor occupy staff establishment roles on an unpaid voluntary basis.

The Board of Directors: There are between 7 and 10 directors who serve as charity trustees and company directors. They are appointed and can be removed by the Members. One Trustee is appointed by the Diocese of York Educational Trust. Directors are responsible and accountable for the strategic business of the MAT. The Board of Directors meets six times per annum and delegates strategic oversight to three committees; Finance and Audit, Standards, Curriculum and Governance, and the Church Development Group.

The CEO: Is appointed by and reports to the Trustees. The CEO has delegated responsibility for the operation of the MAT and the performance of the trust’s schools. The CEO leads the Headteacher Board, professionally manages all headteachers and directs the work of all MAT officers.

Local Governing Committees: The Board of Trustees delegates responsibilities to local governing committees (LGC). A cluster governing committee (CGC) may be formed when there is an executive leadership arrangement in place across two or more schools. In these instances, one governing committee has delegated oversight of

more than all the schools in the cluster. There is no duplication of governance where cluster governing committees are in operation.

Chairs of LGC/CGC are nominated to the Board by LGCs. Diocesan representatives are appointed to each CE legacy school - In VA legacy schools, diocesan representatives may make up a majority membership. At least two places are reserved for parents on each committee. Headteachers are not members of our LGC/CGCs.

LGC and CGC report to the Board of Trustees on a termly basis, via the CEO.

Church Academies:

LGC (9 governor): 2 foundation, 4 Trust appointed, 2 parents, 1 staff,

LGC (10 governor): 2 foundation, 4 Trust appointed, 3 Parents, 1 staff.

Community Academies:

LGC (11 governors): 7 Trust Appointed, 2 parents, 2 staff,

VA Church Academies:

LGC (13 Governors) 8 foundation, 2 Trust, 2 parent, 1 staff,

Headteacher Board: The headteacher Board is made up of Heads from each school. It meets monthly and provides advice and support to the CEO.

Headteachers and Executive Headteachers: Headteachers are appointed by the Board of Trustees. Headteachers are not members of their local Governing Committees.

- ***We expect and require governors at all levels within the Trust to abide by the Trust's Code of Conduct, offering their voluntary service to our schools in line with the Nolan principles of Public Life.***

3. Matters reserved for Members:

- The members will meet a minimum of once per year (the AGM). Extraordinary meetings can also be called by Trustees or Members. 2 members are required to be quorate.
- Appointing or removing Trustees.
- Amendment of the articles of association, subject to any restrictions created by the funding agreement or charity law. This requires the written consent of the Diocesan Board of Education and DFE must agree.)
- By special resolution, to issue direction to Trustees to take specific action
- Appointment of Trust auditors
- The power to change the name of the charitable company and ultimately to wind up the MAT

4. Matters reserved for the Board of Trustees and delegated to its committees

- The Board of Trustees will meet at least each half term, and 3 members of the Board are required to be quorate.
- Appoint a governance professional to provide appropriate support for the Board.
- Determine the vision and values of the trust and ensuring the clarity of vision and ethos.
- Setting the strategic direction
- Holding the executive to account for the educational performance of the schools, the outcomes for pupils and the performance management of staff.
- Oversight of financial performance, to ensure that money is well spent.

Specifically, the Board of Trustees is responsible for;

- Applying the highest standards of conduct and ensuring robust governance to secure effective financial management.
- Appointing a chair and Vice chair (annually).
- Appointing a CEO
- Appointing a CFO
- Appointing a Governance professional to act as clerk to the Board.
- Approving the appointment of chairs for committees including LGC/ CGC.
- Determining how it will discharge its responsibilities (i.e. the delegating of powers to committees).
- Complying with the charitable objects of the Trust, with company* and charity law and with the contractual obligation under the funding agreement (of 2018.)
- Approving a written scheme of delegation of financial powers and responsibilities for Finance and Resources Committee, Standards Curriculum and Governance Committee, the Church Schools Development Group, the CEO, the executive team, Local /Cluster Governing Committees, Executive Heads and Headteachers. This is in line with the Boards ultimate responsibility for ensuring that there are appropriate operational and financial controls in place, in line with the EFSA guidance and the Financial Policy of the MAT.
 - Holding of any bank account in which any money is deposited and then operated by the finance department/ schools in the name of South York MAT
 - To undertake prudent financial planning to ensure the financial viability of the MAT.
 - Agreeing the financial parameters and benchmarks for the Trust and advising on the setting of school and Trust budgets annually.
 - Agree and set a policy for the holding of reserves.
 - Formal approval of balanced school budgets and the annual consolidated Trust Budget, notifying ESFA within 14 days of any proposed deficit which it cannot address after taking into account unspent funds from previous years.
 - Submit budgets to the ESFA (Forecast return outturn May, Budget forecast return three year July)
 - To agree the levels of financial delegation to the CEO, including discretionary awards.
 - Set a transparent proportionate and justifiable approach to the setting of executive pay.

- Agree and publish a whistleblowing procedure.
- Authorising significant financial transactions, as outlined in section 13.
- Informing DFE if there is any irregularity as required.
- To ensure that there is an appeal process in place for Headteachers to challenge the budget share for their school on the grounds of unreasonableness or unfairness.
- To safeguard and promote the welfare of children
- To have regard to any statutory guidance on safeguarding issued by the secretary of state
- To ensure the suitability of staff, supply staff, volunteers, contractors and proprietors.
- To follow the Home Office's 'Revised Prevent Duty Guidance: for England and Wales' and the DFE's general advice 'Protecting children from Radicalisation.'
- To have regard to the Health and Safety at work Act 1974 and its obligations as an employer.
- To have regard for and follow the DFE's Health and Safety: responsibilities and duties for Schools as well as the Health and Safety Executive (HSE) guidance for Education.
- To manage Asbestos appropriately (Control of Asbestos Regulations 2012)
- To manage the school estate strategically and maintain it in a safe working condition.
- To meet obligations in matters of equalities legislation. (Equalities Act 2004)
- To meet obligations in respect of GDPRUK 2021.
- To commission a regular external review of the effectiveness of governance.

*As described in sections 170-181 of the companies Act 2006.

Matters delegated to Finance and Resources Committee

- The committee will meet 3 times each year with the attendance of 3 Trustees required to be quorate.
- There will be a minimum of 5 members of the committee appointed by the Board. At least 3 members will be members of the Board.
- Neither the CEO or CFO can serve as members as they are required to report to the committee.
- The chair of the committee will be appointed by the Board.

The key function of the committee is to act on behalf of the board within its delegated powers to ensure that there is effective risk-based internal scrutiny in place, to provide robust strategic oversight of risk, to monitor the integrity of financial systems and statements of internal control and to provide additional oversight of progress of budgets.

Responsibilities

- To appoint external auditors
- receiving and acting on reports from the CFO/CEO and reporting back to the Board of Trustees.

- Oversight of the audited financial statements prior to their routine submission to ESFA.
- To monitor the progress of the Trust Budget, considering budgetary control reports at each Finance and Audit meeting, with relevant explanations and documentation.
- To monitor the progress of school budgets with relevant explanations and documentation to ensure that budgets remain on track.
- Review of the effectiveness of internal systems to identify and manage risk.
- To direct the Trust's program of internal scrutiny.
- To report to the Board on the adequacy of controls and the management of risk.
- To receive annual internal audit reports and monitor management response to any recommendations made.
- Report any significant financial matters or any actual overspend to the Board.
- Ensure that there are sufficient checks of assets and an asset register in place.
- Ensure that there is a Trust Risk Register in place.
- To receive reports on the effectiveness of LGC/CGC's and advise the necessary action to be taken.
- To advise on the appropriateness of financial policies including pay and remuneration. For central and senior staff, including Headteachers.
- Providing additional scrutiny of due diligence reviews for school wishing to join the MAT and advising the Board accordingly.
- authorised to obtain independent professional advice if it sees fit.

Matters delegated to the Standards, Curriculum and Governance Committee

- The committee will meet 3 times each year with the attendance of 3 Trustees required to be quorate.
- There will be a minimum of 5 Members of the committee appointed by the Board. At least 3 members will be members of the Board.
- The CEO cannot serve as a member as they are required to report to the committee.
- The chair of the committee will be appointed by the Board.

The key function of the committee is to act on behalf of the Board providing scrutiny and oversight of school performance, effectiveness of leadership and management, the progress of school improvement strategy and the quality and impact of the performance development of staff and report back to the Board.

Responsibilities

- To monitor pupil attendance across all schools receiving reports three times a year and advising on the actions necessary.
- To monitor pupil standards and achievement across all schools, receiving reports three times a year and advising on the actions necessary.
- To ensure that each LGC/CGC is discharging its obligations with respect to the distinctive character of worship and religious education in their school as determined by the school's designation prior to conversion.

- To support the development of the quality of education across the schools, receiving reports from the CEO/ Director of Education and advising necessary steps to be taken.
- To hold the CEO to account for the performance management of staff across all schools and within the central team and the effective provision of CPD.
- To receive reports from the CEO/Director of Education on the quality of leadership and management and the progress of school improvement strategy.
- To receive Ofsted /SIAMS Inspection reports and advise on actions necessary.

Matters delegated to the Church Schools Development Group

- The committee will meet twice each year with the attendance of 2 Trustees required to be quorate.
- There will be a minimum of 5 Members of the committee appointed by the Board. At least 2 members will be members of the Board.
- The CEO cannot serve as a member as they are required to report to the committee.
- The chair of the committee will be appointed by the Board.

The key function of the committee is to act on behalf of the Board providing scrutiny and oversight of school performance, effectiveness of leadership and management, the progress of school improvement strategy and the quality and impact of the performance development of staff and report back to the Board.

Responsibilities

- To provide scrutiny of Church of England (CE) distinctiveness of CE academies, including by:
 - Receiving reports from the academies in relation to, and using that information to monitor:
 - Their compliance with the legal requirements for Collective Worship;
 - Their compliance with the legal requirements for Religious Education, achievement in RE and the extent to which the Statement of Entitlement is being followed;
 - Staff training and development;
 - LGB composition, training and development, accountability structures and Foundation Local Governor vacancies;
 - Review of admissions policies in accordance with Diocesan guidance;
 - Engagement with and support provided by the Diocese;
 - Compliance with the academies' trust deeds and documentary framework.
 - Scrutinising and advising on **academy policies** which relate to the **Christian vision and values** of the academies, including RE; Collective Worship; SMSC and spiritual development; behaviour/anti-bullying; relationships and sex education, equality and inclusion; SEND; mental health and wellbeing; assessment and marking.

- Monitoring and evaluating the progress of each Church school against the success criteria of the SIAMS schedule, with a holistic focus upon the inspection question: *“How effective is the school’s distinctive Christian vision, established and promoted by leadership at all levels, in enabling pupils and adults to flourish?”*, including by:
 - Receiving and scrutinising the academies’ SIAMS self- evaluation judgements;
 - Receiving and scrutinising individual academy SIAMS Self Evaluation Forms on a rotational basis;
 - Gathering and reviewing any additional information they may require to review whether there are any particular risks to the schools not being judged to be a “good” Church school at inspection.
- Scrutinising the Scheme(s) of Delegation for CE academies to ensure that the CE foundation is appropriately reflected;
- Ensuring completion and collection of ethos undertakings from Members, Trustees and Local Governors and their provision to the Diocese as required.
- Providing the Trustees with an overview of each Church school’s performance as a Church school, including advising the Trustees:
 - If the academy’s self-evaluation assessment represents a decline from the last SIAMS inspection in any of the key areas;
 - If they have concerns about the self-evaluation judgements reached by the academy or other material concerns about matters coming to light in their review of the academy’s self-evaluation judgements or other reported information;
 - If any action that should be taken as a result of the above;
- Advising the Trustees on completion of reports to Members relating to CE academy distinctiveness.
- To provide support to Church of England (CE) academies in the Trust on their CE foundation, including by:
 - Encouraging CE academies to reflect on and develop their church school distinctiveness and effectiveness in light of their Christian vision and values;
 - Encouraging and supporting schools to draw on and develop best practice in the MAT;
 - Championing high quality, distinctive Collective Worship across CE academies;
 - Promoting high quality Religious Education in accordance with the Statement of Entitlement;
 - Championing training for Members, Trustees, Local Governors and staff on CE school distinctiveness and effectiveness, and CE school leadership and governance;
 - Advising academies going through leadership recruitment process on the extent to which faith aspects should be taken into account, linked to the academy’s former status.

5. Matters Delegated to the CEO

- Delegated responsibility for the operation of Trust and is accountable for the successful performance of its schools.
- To act as the Accounting Officer for the Trust, accountable for value for money, regularity and propriety.
- Authorising financial transactions, as outlined in section 13.
- Delegated responsibility for safeguarding.
- Ensuring that the performance management of Headteachers is carried out (in partnership with the LGC)
- Delegated responsibility for determining the structure and recruitment of a central Team.
- Leading the executive management team of the MAT, and accountable to the Board for the performance of the management team.
- Delegating executive functions to members of the wider management team.
- Leading education for the Trust- determining strategy, professional development and approving school improvement plans.
- Attending Ofsted/SIAMS inspections..
- Approving the appointment of the Executive headteachers and headteachers (in partnership with LGCs).
- Approving Headteacher and central staff salary awards.
- Determining the need for a CGB to support executive leadership.
- Recommending restricting the delegated powers of a LGC/ CGB to the Board.
- Carrying out (or overseeing) due diligence enquiries for schools wishing to join the Trust.
- Recommending the onboarding of a new school to the Board.
- Leading the Headteacher Board.
- Recommending the appointment of LGC/CGC Chairs to the Board.
- Attending LGC/CGC meetings as necessary
- Reporting /Liaising with RSC, DFE.ESFA as required.
- Reporting to the Board and its committees and attending Board meetings as required.

6. Matters Delegated to the Headteacher Board

The Headteacher Board will meet monthly with 50% attendance required to be quorate.

- Development, scrutiny and maintenance of Trust-wide school policies.
- Scrutiny of school performance.
- Development of curriculum models.
- Provision of school: school support.
- Scrutiny of due diligence for schools wishing to join.
- Sharing of best practice.

7. Matters delegated to Local or Cluster Governing Committees

Local Governing Committees (LGCs) will be established at each school. A Cluster Governing Committee (CGC) may be established where schools share an executive leadership model. This decision is delegated to the CEO. In either case the Board of Trustees delegate responsibility for:

- Providing focused governance to each school or across several schools at local level.
- Championing and upholding the vision and values of the Trust.
- Upholding each school's unique ethos and values including, where applicable discharging its obligations with respect to the distinctive character of worship and religious education in their school as determined by the school's designation prior to conversion.
- Holding the Headteacher to account as a critical friend and advocate for the pupils
- Monitoring the school's key performance indicators for finance and performance on behalf of the Trust.

Responsibilities

Delegated responsibilities are grouped under eight broad areas of focus as follows:

- I. Academy Improvement
- II. Finance, procurement and risk
- III. Safeguarding, pupil behaviour and welfare
- IV. HR, recruitment and appraisal
- V. Health and safety and compliance
- VI. Asset management- including estates.
- VII. Admissions
- VIII. Community, Parents and Partnerships- includes communication and complaints.

8. Matters delegated to Executive Headteachers and Headteachers

- Delegated responsibility for the leadership, operational management and financial control of their school or schools.
- Implementing and supporting the development of trust policies
- Developing and delivering a credible school improvement plan(s)
- Directing teaching and learning
- Maintaining robust arrangements for the safeguarding of children
- Responsibility for health and safety within the school site(s)
- Responsibility for the management of risk
- With the LGC.CGC, responsibility for recruitment of staff
- Responsible for the performance management and professional development of staff

- Maintaining accurate and up to date records for pupils, staff and of financial processes
- Monitoring the school budget (s) on a monthly basis, reviewing income and expenditure and reporting actual or potential overspending to the LGC/CGC
- Authorisation of financial transactions (orders) in line with those outlined in the Financial Scheme of Delegation.
- Ensuring that arrangements for collecting income, procuring goods and services and the security of assets are in accordance with agreed financial policies.
- Certifying staff payments including any agreed overtime on a monthly basis.
- Maintaining the probity of financial processes, ensuring adequate operational controls are in place and that the agreed internal controls are complied with.
- Maintaining appropriate security of the site and its assets, including data.
- Ensuring that all records and documents are available for audit as required.
- Ensuring that the school is prepared for any Ofsted or SIAMs inspection.
- Ensuring that school develops good and effective relationships with pupils, parents, staff and the wider community.

9. Matters delegated to other staff.

The Chief Financial Officer (CFO)

- Preparing, in consultation with the CEO an annual draft budget plan for consideration by the Finance and Resources Committee.
- Monthly monitoring of expenditure and income against the approved budget, the compilation of reports on the financial position and the reporting of any material overspending.
- Authorisation of financial transactions as laid out in the Finance Handbook.
- Operating financial controls in line with the Academies Handbook (2021) and any other regulations.
- Ensuring appropriate segregation of duties between staff responsible for processing orders, receiving deliveries and processing payments.
- Implementing appropriate insurance arrangements and informing the Board of any material eventuality that could affect such arrangements.
- Maintaining an appropriate register of material assets held by the Trust.

Clerk to the Board of Trustees

- Provide advice and support to the Board of Trustees in respect of the Articles of Association, Funding Agreements, scheme of delegation and other operational documents and policies of the Trust. To enable them to discharge their duties.
- Maintain records of all members, Trustees and governors.

- Publish the governance arrangements including details of members, Trustees, chairs, accounting officer, chief financial officer, headteachers, chairs of Local Governing Committees and local governors, their business and pecuniary interests and attendance at meetings and minutes as required.
- To ensure that all conflicts of interest are documented and reported.
- Ensuring that the governance information published on the Trust website is up to date.
- Professionally clerk all meetings of the Board and its committees within agreed timescales.
- Support the Chair and CEO to prepare appropriate agenda, collate and distribute supporting papers in a timely fashion.
- Support the development of committee terms of reference, as required.
- Record the attendance of Trustees at meetings, taking agreed action in respect of non-attendance.
- Support the recruitment process for new Trustees when vacancies arise, as required.
- Maintain a register of pecuniary interests.
- With the Trust operations Lead, support the maintenance of the single central record to include the DBS of all Trustees.
- Maintain a record of Trustees correspondence.

Other staff

Members of staff with delegated responsibilities to manage matters of finance, including raising orders must do so in accordance with agreed financial policy and procedures. The following staff are so authorised:

Budget holders

Headteachers

School business managers

The following staff are authorised to receive and check goods.

School Support staff nominated by the Headteacher/Executive Headteacher

10. Model of Governance

Area	Board of Trustees	CEO and Executive	LGC or CGC	Headteacher /Executive Headteacher
Academy Improvement	<ul style="list-style-type: none"> • Ensures clarity of Vision and values • Sets the Strategic Direction of the Trust. • Holds the CEO to account for academy improvement and all operational matters. • Approves Trust expansion. • Appoints Standards, Curriculum and Governance Committee • Appoints the Church Schools Improvement Group • Receives the outcome of Ofsted /SIAMS Inspections 	<ul style="list-style-type: none"> • Approves academy values, culture and ethos. • Develops academy improvement strategy. • Approves academy targets and improvement plans. • Develops Trust expansion strategy. • Determines categorisation and brokers support for academies • Monitors all aspects of academy improvement • Approves policies recommended by Headteacher Board. • Arranges for attendance at Ofsted/SIAMS inspection and feedback 	<ul style="list-style-type: none"> • Supports and challenges the Headteacher to implement Academy culture and ethos • where applicable challenge and support the distinctive character of worship and religious education of the Academy. • Supports, challenges and monitors delivery of the Academy improvement plan(s) • Supports and agrees the 	<ul style="list-style-type: none"> • Develops and implements the strategy, culture and ethos of the Academy in line with the Trust Vision and Values. • Where applicable ensures that the distinctive character of religious worship and education is upheld. • Develops the Academy improvement plan(s) • Develops and implements the curriculum model • Leads assessment processes in line with statutory requirements

Area	Board of Trustees	CEO and Executive	LGC or CGC	Headteacher /Executive Headteacher
		<ul style="list-style-type: none"> • Approves post-Ofsted, SIAMS action plans as necessary 	<p>implementation of the curriculum model.</p> <ul style="list-style-type: none"> • Monitors the impact of the curriculum on pupil outcomes • Understands challenges the accuracy of school self - evaluation • Commissions and supports requests for additional school improvement capacity. • Determines and appoints Governor advocates to align with school improvement priorities. • Engages with and Attends 	<ul style="list-style-type: none"> • Ensures the accuracy of school self-evaluation • Engages with Ofsted/SIAMS inspection processes

Area	Board of Trustees	CEO and Executive	LGC or CGC	Headteacher /Executive Headteacher
			Ofsted/SIAMS inspection feedback	
Finance, procurement and risk	<ul style="list-style-type: none"> • Accountable for financial compliance, and sustainability. • Appoints Finance and Resources Committee • Approves Finance and procurement Policy • Approves Reserves policy • Approves Trust Budget and central recharge • Approves Academy budgets • Approves whistleblowing policy • Approves pay policy • Approves financial statements • Oversees the strategic management of risk. 	<ul style="list-style-type: none"> • Develops finance, procurement and related policies and processes • Develops MAT procurement strategy • Recommends Academy, Central and Trust budgets including level of central recharge to Board. • Responsible for MAT finance • Supports academies to manage their budgets • Monitors academy financial performance against agreed KPIs 	<ul style="list-style-type: none"> • Support and challenges the academy budget(s). • Monitors the progress of the budget. • Accountable for ensuring that SEND, Pupil Premium, Sports Premium, catch-up and any other additional funding is spent appropriately • Monitors the effectiveness of procurement and any shared services • Receives audit reports and 	<ul style="list-style-type: none"> • Develops and delivers the academy budget(s) within agreed targets and parameters. • Develops accurate 3 year forecasting and proposes budget plan(s) • Implements finance policy and procedures • Advises the CEO /LGC/CGC on the performance of any shared services. • Manages the Academy Risk register(s), reporting to the LGC/CGC/Executive • Participates with any audit process, preparing action

Area	Board of Trustees	CEO and Executive	LGC or CGC	Headteacher /Executive Headteacher
		<ul style="list-style-type: none"> • Develops the Trust risk register • Determines a schedule of internal audit of schools • Monitors the progress of audit action plans 	<p>agrees any action plan to address areas of weakness.</p> <ul style="list-style-type: none"> • Monitors the academy risk register on a termly basis. 	<p>plans to address any weakness identified.</p>
Safeguarding, pupil behaviour and welfare	<ul style="list-style-type: none"> • Approves safeguarding policy • Accountable for safeguarding and the welfare of pupils. 	<ul style="list-style-type: none"> • Develops Trust safeguarding policy and processes. • Advises on the suitability of Academy behaviour and welfare policies • Monitors, challenges and reports to the Board the effectiveness of safeguarding, behaviour and welfare policies. • Investigates any serious safeguarding concerns. 	<ul style="list-style-type: none"> • Appoints a governor advocate for Safeguarding and e-safety • Appoints a governor advocate for SEND • Gives scrutiny and approves Academy safeguarding, behaviour and welfare policies. • Monitors and challenges the 	<ul style="list-style-type: none"> • Develops Academy behaviour and welfare policies in line with statutory obligations. • Ensures compliance with safeguarding policies and processes • Evaluates the impact of safeguarding, behaviour and welfare policies

Area	Board of Trustees	CEO and Executive	LGC or CGC	Headteacher /Executive Headteacher
			<p>effectiveness of safeguarding, behaviour and welfare policies.</p> <ul style="list-style-type: none"> • Reviews a headteacher decision to permanently exclude a pupil 	
HR, recruitment and appraisal	<ul style="list-style-type: none"> • Accountable for HR compliance • Approves HR policies • Recruits CEO, CFO and Executive team. • Appoints Clerk • Approves appointment of Headteacher/Exec HT • Manages the appraisal of the CEO • Chair investigates any Complaint against CEO or CFO. • Approves remuneration, Increases • Has power to dismiss CEO/CFO/Executive team. 	<ul style="list-style-type: none"> • Develops Trust policies and protocols for recruitment, appraisal of staff and HR processes ; • Recruits and recommends the appointment of a headteacher/Exec HT • Recommends remuneration of Headteacher/Exec HT central team and any proposed 	<ul style="list-style-type: none"> • Challenges and supports proposed staffing structures • Chair leads on complaints against the Headteacher (unless of a safeguarding nature) • Contributes to the recruitment of a Headteacher 	<ul style="list-style-type: none"> • Implements HR policies and procedures including appraisal • Develops staffing structures • Liaises with Unions • Recruits, develops and retains staff in line with delegated powers • Recommends pay awards • Recommends dismissal to the LGC/CGC, having consulted the CEO

Area	Board of Trustees	CEO and Executive	LGC or CGC	Headteacher /Executive Headteacher
		<ul style="list-style-type: none"> • annual increase to Board • Investigates any conduct matter or capability concern of a Headteacher/Exec HT or member of Exec Team. • Responsible for HT Exec HT/ Exec team appraisal • Has the power to dismiss HT/Exec HT/ central team 	<ul style="list-style-type: none"> • Contributes to the recruitment of staff • • Contributes to any HR panel as requested • Approves pay awards below level of HT, subject to pay policy • Contributes to HT appraisal • Has the power to dismiss below the level of HT/Executive HT 	
Health and safety and compliance	<ul style="list-style-type: none"> • Accountable for Compliance • Approval of all statutory policies 	<ul style="list-style-type: none"> • Determines H&S policy and statutory policies. • advises academies on compliance. • Commissions audits of H&S compliance across Academies 	<ul style="list-style-type: none"> • Appoints a governor advocate for health and safety. • Monitors compliance with H&S policy 	<ul style="list-style-type: none"> • Chairs the Academy H&S committee • Ensures compliance with all statutory requirements and Trust policies

Area	Board of Trustees	CEO and Executive	LGC or CGC	Headteacher /Executive Headteacher
		<ul style="list-style-type: none"> • Co-ordinates FOI responses on behalf of the Trust 		<ul style="list-style-type: none"> • Addresses H&S matters with urgency. • Provides information for SAR and FOI requests.
Asset management-including estates	<ul style="list-style-type: none"> • Accountable for compliance with capital projects • Approves capital projects • Accountable for tendering/procurement for capital projects 	<ul style="list-style-type: none"> • Maintains a register of Trust assets • Ensures adequate security of the Trust assets including DATA. • Responsible for recommending approval of capital projects • Responsible for developing tender/procurement, ensuring that it complies with procurement law. 	<ul style="list-style-type: none"> • Supports and challenges the development of capital projects 	<ul style="list-style-type: none"> • Maintains a register of Academy assets • Ensures adequate security of the site and its assets including Data. • Initiates proposals for capital works • Monitors the delivery of capital works
Admissions	<ul style="list-style-type: none"> • Accountable for legal compliance • Approves admissions policies 	<ul style="list-style-type: none"> • Advises on decision to increase/decrease PAN 	<ul style="list-style-type: none"> • Consults with stakeholders re any changes to the admissions policy 	<ul style="list-style-type: none"> • Proses PAN to the LGC/CGC/CEO • Contributes to admissions appeals

Area	Board of Trustees	CEO and Executive	LGC or CGC	Headteacher /Executive Headteacher
		<ul style="list-style-type: none"> • Scrutiny , challenge and approval of admissions policy. 	<ul style="list-style-type: none"> • Governors are the admissions authority for the academies. 	<ul style="list-style-type: none"> • Abides by the decision of any appeals panel
Community, Parents and Partnerships	<ul style="list-style-type: none"> • Approves the SYMAT Logo and Brand 	<ul style="list-style-type: none"> • Develops guidance for marketing and communications including website(s) • Develops model communication plans • Advises on media engagement • Leads on Trust communication plans • Oversees/advises on crisis communications strategy and reputational risk • Leads on marketing and the development of the Trust Brand 	<ul style="list-style-type: none"> • Supports community engagement • Attends academy and community events as representatives of the Academy as invited • Receives and contributes to newsletters and other school communication as invited. • Convenes a panel to investigate complaints at stage 2 • Contributes to a panel hearing 	<ul style="list-style-type: none"> • Develops and Delivers Academy communication strategy (strategies) • Manages parental, community and stakeholder engagement including media engagement • Leads multi-agency, Diocesan and LA engagement for the Academy (Academies) • Engages in partnership working • Reports to the CEO on potential reputational risk • Responds to any complaints made to

Area	Board of Trustees	CEO and Executive	LGC or CGC	Headteacher /Executive Headteacher
		<ul style="list-style-type: none"> • Leads on the development of partnerships including clusters of schools • Attends Academy and community events on behalf of the Trust as invited. • Evaluates the management of complaints across the Trust 	for any complaint at stage 3	the academy at stage 1.

11. Decision Matrix For Delegated Compliance Matters

Accountable	Ac	Advises.	Ad
Responsible	R	Consulted.	C

Area	Key tasks	Board of Trustees	CEO/Exec Team	LGC/CGC	Headteacher/ Executive HT
Finance	Trust wide compliance and probity	Ac			
	Finance policy and processes	R	R		
	Scheme of delegation	Ac	R		
	Taking action to address Audit or Risk concerns Responsible for	Ac	R		
	Preparation of EFSA returns and annual report	Ac	R		
	Accountable for appropriate use of SEND, Pupil Premium, Sports Premium and catch-up funds	Ac	Ad	Ac	R
	Recording and publishing of pecuniary and business interests	Ac	Ad	Ac	
	Accountable for Financial probity of the Academy /Academies	Ac	Ad		Ac R
	Managing the Trust Risk Register	Ac	R		
	Managing the Academy Risk Register		Ad	Ac	R
	Trust procurement policy and processes	Ac	R		
	Responsible for ensuring best value for public monies at academy level.		Ad		R
Safeguarding	Accountable for legal responsibilities	Ac	R	R	R
	Approval of policy	R	R	Ac (Academy)	R
	Trust Policy development		R		
	Responsible for Safeguarding	Ac		Ac	R

Area	Key tasks	Board of Trustees	CEO/Exec Team	LGC/CGC	Headteacher/ Executive HT
	Responsible for implementing policy and processes including referrals of children at risk	Ac	R		R
	Appoints a suitable person as Designated Safeguarding Lead (DSL)				Ac R
	Develops multi-agency links to support safeguarding of pupils	Ac	Ad	C	R
	investigating complaints against HT/Exec HT		Ac R		
	Manages complaints against staff		Ad		Ac R
	Provides support to academies re children at Risk		R		
	Monitoring implementation of policy across the Trust	Ac	R	C	
	Approves Academy Policy/policies		Ac	R	
Monitors compliance with Academy policy/policies		Ac	R		
Health and Safety (H&S)	Accountable for H&S across the Trust	Ac	R		
	Approves H&S policy	R			
	Develops H&S policy and procedures.	Ac	R	C	C
	Responsible for Academy H&S, the implementation of policy and Academy procedures.	Ac	Ad		R
	Reporting on statutory requirements eg RIDDOR.		Ac		Ac R
	Monitors and audits compliance and statutory obligations	Ac	R	R	
	Monitor Academy /academies compliance	Ac	Ad	R	
	Convenes and chair Academy H&S committee		Ad		Ac
	Attends H&S committee			R	
	Shares best practice across the Trust		R		R
SEND	Accountable for legal responsibilities	Ac			
	Approves SEND Policy	R			
	Develops SEND policy	Ac	R	C	
	Delivers SEND policy	Ac	R		R
	Supports the implementation of policy across the academies	Ac	R		

Area	Key tasks	Board of Trustees	CEO/Exec Team	LGC/CGC	Headteacher/ Executive HT
	Approves local SEND policy	Ac	A	Ac	R
	Monitors and challenges the impact of SEND provision on outcomes for pupils with SEND	Ac	R	R	
	Develops SEND local policy and offer		Ad	C	R
	Appoints qualified SENDCO		Ad		Ac R
	Responsible for compliance with statutory requirements	Ac	Ad	Ac	R
Admissions	Accountable for legal requirements and responsibilities	Ac	R		R
	Approves Policy	R			
	Develops policy		R	C	R
	Consults with stakeholders		R Ad	C	Ac
	Manages appeals			Ac	R
	Negotiates fair access requests and in-year placements		A		R
Equalities	Accountable for compliance with legislation	Ac	R	Ac	R
	Approves policy	R		C	C
	Sets Equality objectives	Ac	R	Ac	R
	Develops policy	Ac	R	C	C
	Scrutinises gaps, anomalies and complaints and protected characteristics	Ac	R	R	R
	Monitors the performance of groups	Ac	R	R	R
	Responsible for compliance at Trust level	Ac	R		
	Responsible for compliance at Academy level		Ad	Ac	R
Exclusions	Accountable for the legal responsibilities related to exclusion	Ac		Ac	R
	Develops exclusion policy and protocols		R		
	Approves Academy exclusion policy	R			
	Takes the decision to exclude a pupil		A		Ac R
	Informs all parties				R
	Reviews an exclusion decision			R	

Area	Key tasks	Board of Trustees	CEO/Exec Team	LGC/CGC	Headteacher/ Executive HT
FOI	Accountable for fulfilling FOI, data protection and Statutory obligations	Ac	R	Ac	R
	Responds to an FOI request	Ac	R		R
	Responds to a SAR- Trust level	Ac	R		
	Responds to a SAR – Academy level	Ac			R
	Provides information to support requests		R	C	C

12. Summary Of Financial Authority.

See Financial Approvals – Appendix 1 of the Financial Scheme of Delegation.

13. Summary of Governor and Staffing Authority

A. Authority to take decision

R. Recommend

C. Consulted

Task	Members	Board of Trustees	CEO/Executive	LGC/CGC	Headteacher/Exec HT
Appoint/remove Trustees	A				
Appoint/remove CEO		A			
Appoint/remove CFO		A			
Appoint/remove chairs of committee		A	R: LGC/CGC chairs		C
Appoint Clerk to Board		A			
Appoint LGC/CGC Clerk				A	
Appoint/Remove Executive HT		A	R		
Appoint/Remove HT		A	R		
Appoint/Remove Staff			A	A Academy staff	R
Annual Pay Policy		A	R	C	C
Annual Pay award		A	R	C	R