



West Stafford Multi Academy Trust Board Scheme of Delegation

Introduction and rationale behind this Scheme - to be reviewed on an annual basis

A Multi Academy Trust's (MAT) Board of Trustees is accountable in law for all major decisions about their Academies. However, this does not mean that the Board is required to carry out all the Trust's governance functions and many can and should be delegated, including to the CEO, the Trust Board's Committees, and to Academy Committees. It is vital that the decision to delegate a function is made by the full Board of Trustees and is recorded. The delegated authorities will be reviewed annually by the Board of Trustees. Without such delegation, the individual or Committee has no power to act.

This Scheme of Delegation (SoD) is the key document seeking to demonstrate the principles which determine and define the lines of responsibility powers and accountability within our MAT. It is intended to be clear so that Trustees, Members and Academy Committees - all volunteers working within the MAT are clear in respect of their roles and the key aspects of the decision making of the leadership and management of the Trust. This overarching SoD for all decision making in the Trust works alongside the written Scheme of Delegation of financial powers referred to in the Academies Financial Handbook, referred to within WSMAT as the Financial Scheme of Delegation. The scheme ensures that there is full compliance with all legal requirements relating to Academy law.

The status of our Scheme of Delegation

The former Local Governing Boards of all the Academies within the MAT are a Committee appointed by the Board of Trustees and herein are defined as the Academy Committee.

The Board of Trustees has the power to appoint and remove the Academy Committee at any time. Any such removal will follow due consideration by the Board of Trustees and will be related to the Academy Committee failing to perform against the Key Trigger Points as described in the Articles of Association.

The Chair of the Board of Trustees, or in the absence of the Chair, the Vice Chair has the power to carry out functions of the Trust Board or Academy Committee in extreme circumstances where a delay in exercising a function is likely to be seriously detrimental to the interests of the Trust or any Academies within the Trust, a pupil at the Academy or their parents, or an employee of the Trust. However, this power does not include matters relating to the alteration and closure of one of the Academies, a change of Academy category, approval of budget, discipline policies and admissions.

Format, structure and clarity

The core functions of the Trust are:

1. The governance framework:
 - a. People
 - b. Systems and structures
 - c. Reporting
2. Being strategic
3. Holding to account
4. Ensuring financial probity

Review and adapt

As our MAT matures and grows, its workings, both in terms of governance and management are likely to change. This SoD will be reviewed annually, with changes made as the context changes, if necessary each year. It is recognised that this is not a failure, but recognition of the need to be responsive to changing circumstances and to adapt accordingly. It is, however, important to ensure that all involved in governance are made aware of any changes and what these mean in practice and full consultation is made prior to changes.

An effective scheme of delegation will:

- Promote a culture of honesty and accountability
- Ensure the leadership team is clear about which decisions the Trust Board remain in control of
- Identify responsibility for the appointment and performance management of the CEO and Academy Headteachers
- Ensure that the roles of the central services team are fully understood throughout the MAT
- Identify responsibility for policy and practice in each Academy
- Identify responsibility for oversight of educational performance in each Academy
- Identify responsibility for oversight of each Academy's budget
- Identify responsibility for assessment of risk in each Academy

Governance Framework

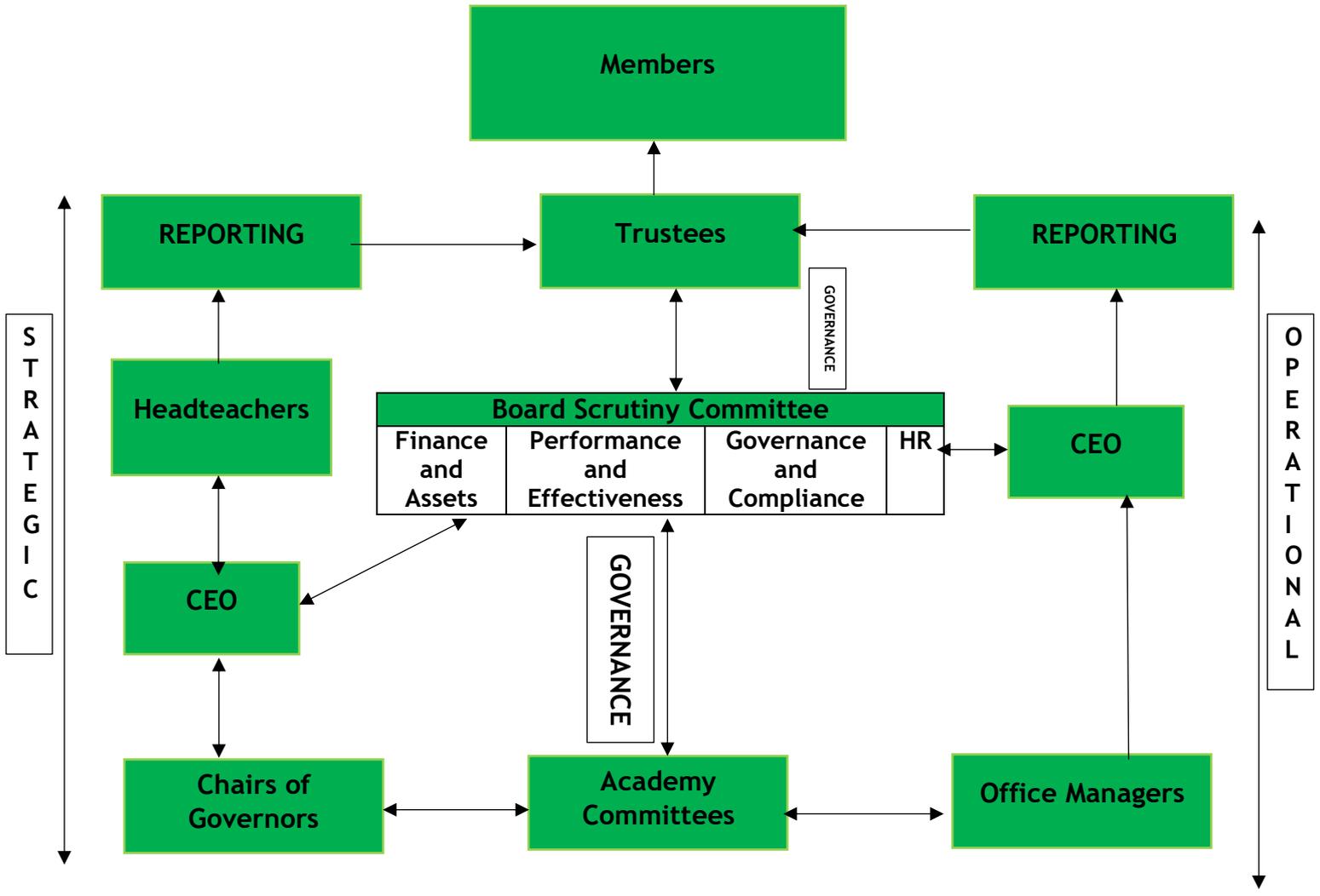
In a Multi Academy Trust (MAT) there is only one legal entity accountable for all the Academies within the Trust, i.e. the Multi Academy Trust (MAT). The MAT has one set of Articles of Association which govern all the Academies in that trust. The MAT has a master funding agreement with the Secretary of State for Education. Each Academy also has a Supplemental Funding Agreement.

The Academy Trust is a charitable company and is responsible for the strategic direction of the academy and has 4 layers of Governance: the Members of the Trust, the Board of Trustees, the Trust Scrutiny / Advisory Committees and Academy Committees. The overall premise is of a rationale of earned authority and autonomy and as much decision making as possible will be delegated to the Academy Committee.

The governance framework of the Trust is built upon the ethos of ensuring that Governors govern and Managers manage. This framework enables all parties to fulfil their roles and responsibilities, and provides clarity on individual and collective responsibilities, and delegated responsibilities, as outlined below.

Core Organisation Structure for the Board and its Sub-Committees

The diagram below sets out the core structure for the Board and its sub-committees



Governance structure and lines of accountability

- The Board of Trustees is responsible for the core governance functions.
- The Board of Trustees appoint the Chief Executive Officer (CEO), to whom it delegates responsibility for delivery of its vision and strategy and will hold the CEO to account for the conduct and performance of the trust, including the performance of the academies within the trust, and for its financial management.
- The Board of Trustees appoint the Headteacher of each Academy, to whom it delegates responsibility for local delivery of its vision and strategy and will hold the Headteacher to account for the conduct and performance of the Academy and for its financial management.
- In turn, the CEO line manages other Trust Central Staff, setting their targets and performance managing them.
- The Trust Board constitutes Trust-wide Scrutiny Committees for finance and standards; these look in detail at resources and progress and attainment across the Trust. As Board Committees, at least three trustees must sit on each.
- The Trust Board delegates its Academy level monitoring and scrutinising functions to Academy Committees, including the respective Academy Headteachers, setting their targets and performance managing them. To assist the Academy Committee in performance management of the Academy Headteacher, an external advisor will be appointed to support in the performance management process of all the Academy Headteachers. In order to fulfil the MAT Board's legal duty as the employer of the Academy Headteacher, a Trustee will join the Headteacher Performance Management Committee.
- The Trust Board will communicate with the Academy Committees to promote and further understand stakeholder engagement and as a point of consultation and representation. Trustees will not need to sit on Academy Committees, and so lines of communication to the Board of Trustees must be clearly established. This will be done through the CEO meeting with the Chair of the Academy Committees once every half term.

Roles and responsibilities

The role of the Members

The Members ensure the charitable company achieves its objectives, sign off the financial accounts and annual report, and appoint the Trustees.

The Members of the Trust are guardians of the governance of the Trust; they have a different status to Trustees. Originally, they will have been the signatories to the memorandum of association and will have agreed the Trust's first articles of association (the legal document which outlines the governance structure and how the trust will operate). The articles of association will also describe how Members are recruited and replaced, and how many of the Trustees the Members can appoint to the Trust Board. The Members appoint Trustees to ensure that the Trust's charitable object is carried out and so must be able to remove Trustees if they fail to fulfil this responsibility. Accordingly, the Trust Board submits an annual report on the performance of the Trust to the Members. Members are also responsible for approving any amendments made to the trust's articles of association.

There must be at least three Members, although the DfE prefer at least five. Although Members can be permitted to be appointed as Trustees, in order to retain a degree of separation of powers

between the Members and the Trust Board, and in line with DfE expectations, in this Trust, Members cannot be Trustees. In addition, Members are not permitted to be employees of the Academy Trust.

The role of the trustees

The Trustees have delegated responsibility for the core strategic functions (strategic direction, holding the Headteachers to account for educational performance and overseeing the financial performance and compliance of the Academies).

As the MAT is a charitable company, Trustees are both charity Trustees (within the terms of section 177(1) of the Charities Act 2011) and Company Directors. Because Trustees are bound by both charity and company law, the terms 'Trustees' and 'Directors' can often be used interchangeably.

The Trustees are responsible for the general control and management of the administration of the Trust, and in accordance with the provisions set out in the memorandum and articles of association and its funding agreement, it is legally responsible and accountable for all statutory functions, for the performance of all Academies within the Trust, and must approve a written scheme of delegation of financial powers that maintains robust internal control arrangements. In addition, it must carry out the core governance functions:

1. Ensure clarity of vision, ethos and strategic direction
2. Be held to account for the educational performance of the Trust's Academies and their pupils, and the performance management of staff
3. Oversee the financial performance of the Trust and make sure its money is well spent

The Board of Trustees has the right to review and adapt its governance structure at any time which includes removing delegation in extreme circumstances of clear failings in local governance. In order to retain a degree of separation of powers between the Trustees and the Academy Committees, and in line with DfE expectations, in this Trust, Trustees cannot be Governors at Academies.

The MAT Board of Trustees can delegate to any committee (scrutiny, advisory committees), Academy Committees, the Headteacher or any other holder of an executive office, any of its powers or functions, subject to any prescribed restrictions imposed by the MAT and management of conflicts of interest.

The MAT Board will establish scrutiny committees who report to the Trustees and advise Academy Committees to carry out some of its governance functions which may include making decisions - although any decisions made will be deemed decisions of the Trust Board. The establishment, terms of reference, constitution and membership of the committee must be reviewed every 12 months.

The role of trust board Scrutiny Committees

The constitution, membership and proceedings of the Scrutiny Committees are decided by the Trustees. MAT Scrutiny Committees may co-opt governors from Academy Committees who have specific skills related to the needs of the Committee. The membership (there must be at least three Trustees) and responsibilities of Board Scrutiny Committees are set out in the Committee's terms of reference. It is usual for the Trust Board to appoint Board Scrutiny Committee Chairs and

Committee Members according to their skills.

The Academies Financial Handbook 2016 makes it clear that the Board of Trustees ‘should have a finance committee to which the board delegates financial scrutiny and oversight’.

An effective Board of Trustees will have Scrutiny Committees which will:

- Ensure that the outcomes and experiences of children and young people are as good as they can be.
- Provide support on strategy,
- Provide business planning and direction
- Support financial planning
- Enable resources to be used more effectively
- Seek efficiencies in e.g. procurement
- Provide “umbrella” services efficiently and effectively
- Ensure compliance with legal and statutory obligations

The role of the Chief Executive Officer (CEO)

The CEO has the delegated responsibility for the operation of the trust. However, as there is the delegation of some governance functions to Academy Committees, the Academy Committee Chair will meet with the CEO on a half termly basis to report the outcomes of such delegated responsibilities and the CEO will then report to the Trust Board.

The CEO will also meet with the Headteachers of the Academies on a monthly basis and report the outcome of such meetings to the Trust Board.

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 central services team of the Academy Trust. The CEO will delegate executive management functions to the central services team and is accountable to the trust board for the performance of the central services team.

The CEO is responsible to the Board of Trustees and is performance managed by the Board of Trustees with advice and support from a School Improvement Partner and Diocesan Member.

The role of the Academy Headteacher

The Academy Headteacher is responsible for the day to day management of the Academy and reports to the Academy Committee on matters which have been delegated to it which may include an element of monitoring and scrutiny of the Academy’s management processes.

The role of the Academy Committees

Academy Committees are committees of the Trust Board. Their members cannot be Trustees of the Academy Trust. The Governors of an Academy Committee are appointed Members of a sub-committee and are referred to as Governors.

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 Academy Committee) that is ultimately accountable, for example in terms of finance and performance, and as the employer of staff.

The Board emphasises its commitment (wherever possible and appropriate) to individual Academies sustaining their distinctive ethos and character, with strong and effective Academy Committees working to support their Headteachers.

The Trustees will establish Academy Committees to carry out some of its Academy level governance functions. The Trustees will ratify and appoint the Chair of the Academy Committee, following recommendation from the Academy Committee and will ensure that two parents are elected to the academy committee.

Typically, delegated functions will include:

- Ensuring the Academy is effectively led and managed
- Monitoring whether the Academy is:
 - Working within agreed policies
 - Is meeting the agreed targets
 - Managing its finances well
- Engaging with stakeholders
- Being a point of consultation and representation
- Reporting to the Trust Board

The Academy Committee will govern with an emphasis on:

- a) Promoting, at all times and through all its actions, positive academic and social outcomes and vibrant experiences for children and young people.
- b) Outward vision rather than internal preoccupation.
- c) Encouragement of equality and diversity.
- d) Strategic leadership over administrative detail.
- e) Distinction between Governing Body and executive roles.
- f) Decision making that is collective rather than individual
- g) A focus on the future, as well as the present.
- h) Being strategic and pro-active rather than operational.

Additionally, the following Panels will be formed as and when required, on a skills/knowledge basis. All panels will refer all decisions to the Academy Committee for confirmation, and where required to the MAT Board for endorsement.

Academy Committee Panels	Remit
Complaints	Consideration of complaints made under the MAT formal complaints procedure
Discipline and Grievance	To carry out investigations into staff matters
Pupil Discipline and Exclusions	To carry out investigations into pupil matters and determine on discipline and exclusions
Admissions Appeals Panel	To hear appeals against decisions made by the head on admissions in relation to the admissions policy

The MAT Board Chair will convene an appeals panel to consider all appeals regarding decisions of the Academy Committees and any Board decisions as and when required.

The Academy Committee will form a Headteacher Performance Management Committee and will take responsibility for ensuring the process is carried out. An External Advisor will be appointed by the Trust Board. A Trustee with relevant experience will sit on the Sub-Committee to assist with the process.

As a Committee of the Board, delegation can be removed at any time by the Board of Trustees

Powers Retained and Delegated to sub-committees and Academy Committees

Delegation of Financial powers is dealt with in the MAT Financial Scheme of Delegation

Powers to be exercised by the Members only

- i. Change the articles of association
- ii. Amendments to the Funding Agreement

Powers to be exercised only by the MAT Board are:

- i. Strategy
 - a. Agree a long-term strategy, vision and mission for the Trust, and communicate this to stakeholders
 - b. Establish and monitor a strategic risk register
 - c. Agree a five-year asset management plan
 - d. Develop a marketing and communications plan to promote the academies as the destination of choice for local parents, and to increase income
- ii. Governance
 - a. Establish and maintain a register of business interests for the board
 - b. To review annually and consider the establishment, terms of reference and membership of committees and effectiveness.
 - c. Appoint and remove internal and external auditors and company secretary,
 - d. Approve the co-option, appointment and removal of persons and Chairs to the Academy Committees
 - f. Elect (or remove) the Chair and Vice-Chair of the Board Annually
 - g. In consultation with the Academy Committees, approve the Scheme of Delegation of powers and responsibilities
- iii. Finance
 - a. Approve the annual budget, allocating finance to individual academies, using the funding formula allocations.
 - b. Approve the annual report, returns and accounts
 - c. Ensure all insurances are in place
 - d. Informing the appropriate government agency if it suspects any irregularity affecting resources, and approvals of any write-offs and other requirements of the EFA/DFE
 - e. Confirm the appointment of contractors/tenders for capital build projects.

iv. People and Leadership

- a. Approve the Terms and Conditions of Employment
- b. Approve staff discipline, conduct, and grievance policy
- c. Confirm appointments of a Headteacher and Deputy Headteacher roles made by the Academy Committee.
- d. Review effectiveness of management structure
- e. Workforce remodelling/ seeking and ensuring cross-academy collaborations for efficiency and effectiveness
- f. Establish and implement a performance management review process for the Trust Board, CEO and Academy Headteacher in consultation with external advisors.
- g. Conduct annual reviews of Academy Committee's performance

v. Standards

- a. Ensure that the achievement of standards, delegated to Academy Committees, is planned, resourced, tracked and continuously monitored, with outcomes reported, within agreed frameworks, to the MAT Trustees.
- b. Policies: Establish, monitor and review statutory policies and procedures as per the Scheme of Delegation

Powers delegated to the MAT scrutiny committees

Human Resources and Performance Management Scrutiny Committee

- i. Medium term manpower and succession planning to enable the outcomes set by the board to be met.
- ii. To establish disciplinary, complaints and staff grievance procedures and to take appropriate steps to make them known to members of staff.
- iii. To ratify the decision to dismiss an employee of an Academy.
- iv. To approve remuneration recommendations.
- v. To approve all HR policies and procedures.
- vi. To approve the recommended pay from a Pay Committee of the LGB for all members of staff, including that of the Head Teachers in line with legal requirements.

Finance and Assets Scrutiny Committee

See financial policy and procedures manual for financial matters

- i. To ensure the annual internal and external audit has been completed on time and subsequent recommendations acted upon
- ii. To agree Budget Setting for all Academies
- iii. To ensure Financial Monitoring processes are in place and advise Academy Committees on aspects which need attention
- iv. Approval of levels of expenditure
- v. To approve Risk Management processes
- vi. Work with the Academy Committee to monitor the contracts for building maintenance and estates management for all Academies
- vii. Establish and recommend to the Board a medium/long term estates management plan and strategy
- viii. To agree a health and safety policy, monitor risk assessments and set up arrangements to manage health and safety.
- ix. Ensure all statutory inspections and health and safety procedures and policies are implemented

- x. Recommend all capital programmes.

Governance and Compliance Committee

- i. To ensure all Statutory Policies and Procedures are in place and communicated to Academies
- ii. To ensure systems are in place to meet statutory compliance regulations
- iii. To annually review the effectiveness of Academy Committees in line with the Trigger Points contained within the Articles of Association and the Competency Framework
- iv. To communicate levels of delegation for Academies in difficulty or sponsored.
- v. To approve the appointment of the Academy Committee.

Performance and Effectiveness Scrutiny Committee

- i. Monitor at MAT level pupil progress and attainment in each Academy.
- ii. Monitor at MAT level quality of learning and teaching in each Academy.
- iii. Monitor at MAT level outcomes and issues relating to pupil personal development and well-being.
- iv. Identify any areas that would benefit from a MAT wide approach, including sharing of teaching and learning resources and approaches, and learning from practice.
- v. Report and intervene where vulnerabilities are identified in relation to OFSTED and SIAMS benchmarks.
- vi. Review Academies' self - evaluation summary reports to ensure the robustness of judgements made, including annual report to the Trust Board on the effectiveness of the Academy Committee.
- vii. To scrutinise the outcomes of peer-review and the resources that are being directed to support Academy improvement.
- viii. To protect the individual ethos of both church and community Academies.

Powers delegated to the Academy Committees

Subject to provisions of these Terms of Reference, the Companies Act 2006, the Articles and to any directions given by special resolution of the Trustees, the business of the Academy shall be managed by the Academy Committee who may exercise all the powers of the Company, other than matters reserved to the Board and its subcommittees which either are strategic in nature or cannot legally be delegated.

The Trustees delegate the running of the Academy to the Academy Committee to take responsibility for supporting the Academy and its leadership and management team in improving the:

- i. Effectiveness of leadership and management
- ii. Quality of teaching, learning and assessment
- iii. Personal development, behaviour and welfare
- iv. Outcomes for children and learners

And specifically

- i. setting the aims and objectives of the Academy in line with the aims and objectives of the Trust
- ii. determination of the educational vision and ethos of the Academy in consultation with the Trustees, including, but without limitation, determination of the Academy's development plan
- iii. establish and implement a local, relevant curriculum,
- iv. for Faith Academies, ensure a high quality of religious education, and that arrangements for daily collective worship are in place,

- v. develop and implement an Academy improvement plan, and any OFSTED (or SIAMS) improvement plan
- vi. ensure high quality teaching, learning and assessment takes place and is continuously improved
- vii. to ensure that Academy teachers receive an annual appraisal of their performance.
- viii. to ensure that the Chair is one of the governors to be part of the panel for carrying out all aspects of the Headteacher’s appraisal.
- ix. contribute to the research and preparation of the Academy’s annual Self Evaluation including the analysis of performance data or information directed from the trustee’s Performance and Effectiveness Committee and from the Headteacher.
- x. maintaining a fixed asset register and notifying the Board of any changes to fixed assets used by the Academy
- xi. recommend and implementation of the admissions policy and arrangements for the Academy in accordance with admissions law and DfE codes of practice
- xii. implementation of actions required to comply with statutory regulations and the Funding Agreements.
- xiii. recommend the annual budget to the MAT Board that meets all statutory requirements and when approved regularly monitor expenditure against it.

Academy Committee Sub-Committees and Panels

The Academy Committee may establish Sub-Committees and/or Panels as it considers desirable to carry out its responsibilities. The powers of any such Committees, their terms of reference and membership shall be determined by the Academy Committee. Sub-Committees may include eligible members who are not Governors. Except where it is otherwise constrained within its terms of reference, a Sub-Committee may invite attendance by persons who are not Governors or Committee members where such attendance is considered by the members of the Committee to benefit its deliberations. Copies of the minutes of Sub-Committee meetings are to be circulated to all Governors and those who are entitled to attend Academy Committee meetings.

Key	
Column 1:	Members
Column 2:	Board of Trustees of the Multi Academy Trust
Column 3:	Trust Board Scrutiny Committee
Column 4:	Chief Executive Officer
Column 5:	Academy Committee
Column 6:	Academy Headteacher
Blue box	Function cannot be legally carried out at this level.
✓	Action to be undertaken at this level
✓	Action to be undertaken at this level
A	Provide advice and support to those accountable for decision making
<>	Direction of advice and support

Area	Decision	Delegation					
		Members	Trust Board	Scrutiny Committees	CEO	Academy Committee	Academy Headteacher
Governance framework							
People	Members: Appoint/Remove	✓					
	Trustees: Appoint/Remove	✓					
	Role descriptions for Members	✓					
	Role descriptions for Trustees/Chair/ specific roles/Committee members: agree		✓		<A		
	Parent Trustee/Committee/Member: elected and approved		✓			✓	
	Board Committee Chairs: appoint and remove		✓	✓	<A		
	Academy Committee Chair: appoint and remove upon the recommendation of the Academy Committee		✓			<A	A
	Clerk to Board: appoint and remove		✓				
	Clerk to Academy Committee: appoint and remove		✓			✓	
Systems and structures	Articles of Association: review and agree	✓	<A		<A		
	Governance structure (committees) for the Trust: establish, agree and review annually		✓	✓	<A		
	Terms of reference for Board Committees and Scheme of Delegation for Academy Committees: agree annually		✓				
	Terms of reference for Academy Committees: agree and review annually		✓			✓	A
	Skills Audit: complete and recruit to fill gaps		✓	✓	<A>	✓	A

Area	Decision	Delegation					
		Members	Trust Board	Scrutiny Committees	CEO	Academy Committee	Academy Headteacher
Systems and structures	Annual self-review of Trust Board performance and Committees: complete annually	✓	✓				
	Annual self-review of Academy Committees - self review and skills audit: complete annually and recruit to fill gaps		✓		<A>	✓	✓
	Chair of the Trust Board's performance: carry out 360 reviews periodically		✓			✓	
	Trustee / Academy Committee member contribution: review annually		✓		<A>	✓	
	Succession: plan		✓		<A>	✓	A
	Annual schedule of business for Trust Board: agree		✓	✓		<A>	
	Annual schedule of business for Academy Committee: agree		✓			<A>	✓
Reporting							
Reporting	Publication on Trust and Academies' websites of all required details on governance arrangements: ensure		✓		<A>	✓	A
	Annual report on performance of the trust: submit to members and publish		✓		<A>		
	Annual report and accounts including accounting policies, signed statement on regularity, propriety and compliance, incorporating governance statement demonstrating value for money: submit		✓		<A>	<A>	

Area	Decision	Delegation					
		Members	Trust Board	Scrutiny Committees	CEO	Academy Committee	Academy Headteacher
Reporting continued	Annual report work of Academy Committee: submit to trust				A>	✓	A
	Register of all interests, business, pecuniary, loyalty for Members / Trustees / Committee members: establish and publish		✓	<A	<A	✓	A
Being Strategic							
Being Strategic	Determine Trust wide policies which reflect the Trust's ethos and values (facilitating discussions with unions where appropriate) including: admissions, charging and remissions, complaints, expenses, health and safety, premises management, data protection, GDPR and FOI, staffing policies that relate to capability, discipline, conduct and grievance: approve		✓	✓	<A		
	Determine Academy level policies which reflect the Academy's ethos and values to include admissions; SEND; safeguarding and child protection; curriculum; positive behaviour: approve		✓		<A>	✓	A
	Central spend / top slice: agree		✓	<A	<A		
	Management of risk: establish register, review and monitor		✓	<A	<A>	✓	A
	Engagement with stakeholders	✓	✓	✓	✓	✓	✓
	Trust's vision and strategy, agreeing key priorities, key performance indicators (KPIs) and Trigger Points against which progress towards achieving the vision can be measured: determine		✓		<A	<A	

Area	Decision	Delegation					
		Members	Trust Board	Scrutiny Committees	CEO	Academy Committee	Academy Headteacher
Being Strategic - continued	Academies vision and strategy, agreeing key priorities and key performance indicators (KPIs) against which progress towards achieving the vision can be measured: determine				A>	✓	✓
	Chief Executive Officer: appoint and dismiss		✓				
	Academy Headteacher: appoint and dismiss upon the recommendation of the Academy Committee		✓		<A	<A	
	Budget plan to support delivery of trust key priorities: agree		✓	<A	<A		
	Budget plan to support delivery of Academy key priorities: agree				A>	✓	A
	Trust's staffing structure: agree		✓	<A	<A		
	Academy staffing structure: agree				A>	✓	A
Holding to account							
Holding to account	Auditing and reporting arrangements for matters of compliance (e.g. safeguarding, H&S, employment): agree		✓	✓	<A>	✓	A
	Reporting arrangements for progress on key priorities: agree		✓	<A	<A>	✓	A

Area	Decision	Delegation					
		Members	Trust Board	Scrutiny Committees	CEO	Academy Committee	Academy Headteacher
Holding to account continued	Performance management of the Chief Executive Officer: undertake		✓				
	Performance management of Academy Headteacher: undertake		✓		<A>	✓	
	Trustee monitoring: agree arrangements	✓					
	Academy Committee member monitoring: agree arrangements		✓		<A>	✓	A
	Academy Committee overall performance monitoring: agree arrangements		✓		<A>	✓	A
Ensuring financial probity							
Ensuring financial probity	Appoint Chief Financial Officer for delivery of Trust's detailed accounting processes		✓	<A>	<A>		
	Trust's scheme of financial delegation: establish and review		✓	✓	<A>		
	Academy's scheme of financial delegation: establish and review		✓	✓	<A>	✓	A
	External auditors' report: receive and respond		✓	<A>	<A>	✓	A
	CEO pay award: agree		✓				
	Academy Headteacher pay award: agree upon recommendation from Academy Committee		✓		<A>	<A>	

Area	Decision	Delegation					
		Members	Trust Board	Scrutiny Committee	CEO	Academy Committee	Academy Headteacher
	Staff appraisal procedure and pay progression: review and agree		✓		<A>	✓	A
	Benchmarking and Trust wide value for money: ensure robustness			✓	<A		
	Benchmarking and Academy value for money: ensure robustness				A>	✓	A
	Develop Trust wide procurement strategies and efficiency savings programme				✓		
	Review and approve Trust wide procurement strategies and efficiency savings programme			✓			