

Level 1	Strategic leadership and oversight; quality assurance; independent triangulation and evaluation of reporting/data; provision of appropriate challenge as well as support to ensure robust accountability for fulfilment of vision, strategy and statutory duties.	Members	Board of Trustees	Finance, Audit & Risk Committee	Education Committee	Welfare, Community & Community Committee
Level 2	Operational L&M; ensuring robust accountability for delivery of vision, learning mission, strategy and statutory duties; QA and timely reporting of risk.		CEO	Executive Management Team	Substantive Headteachers	Designated Senior Leaders
Ref	Functions					
V1	Set the MAT vision, learning mission, ethos and values	x				
V2	Determine the strategic direction by developing, monitoring and evaluating the impact of 3-5 year strategic plan; incl. KPIs		x			
V3	Demonstrate proactive engagement in DfE/ESFA/RSC policy and strategy to inform strategic planning processes		x			
V4	Evaluate the focus and impact of each year's Academy Improvement Plan (ADP) incl. KPIs; ensuring delivery of the Trust's vision and strategy				x	
V5	Determine the Trust's risk and assurance strategy		x			
V6	Determine the Trust's curriculum strategy		x			
V7	Determine, and review annually, the MAT governance structure, framework and associated rules, policy and procedures		x			
V8	Determine the MAT governance meeting schedule to revolve around agreed data collection points to enable a timely flow of information between the committees and board of trustees		x			
V9	Determine the style, format and frequency of MAT reporting to promote consistency and enable comparison across the MAT		x			
V10	Oversee/ensure board and committee reports are distributed no later than 7 days prior to a scheduled meeting to enable busy trustees and governors adequate time to prepare		x			
V11	Determine, review and/or withdraw the MAT's scheme(s) of delegation; oversee the monitoring and evaluation of the effectiveness and efficiency of its implementation		x			
V12	Determine MAT policy and principles in line with vision, ethos, and values		x			
V13	Propose to amend Articles of Association subject to DfE &/or Charity Commission consent	x				
V14	Determine MAT communications, PR, marketing and branding strategy		x			
V15	Act as ambassadors in line with agreed code of conduct in order to promote WCAT positively	x	x		x	

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E1	Oversee/ensure delivery of an entrepreneurial curriculum (core and extra-curricular) evidences a positive impact upon student progress and outcomes and development of the associated values in line with MAT vision, ethos and strategy				x	
E2	QA/scrutinise academy data gathered from a range of sources and provide challenge re the impact of the implementation of an entrepreneurial curriculum and values in line with ADP				x	
E3	QA/scrutinise committee reports and national benchmarking information to ensure standards and outcomes are on track to meet or exceed objectives set in 3-5 year strategic plan and ADPs				x	
E4	QA/scrutinise and provide robust challenge in relation to progress and attainment data over time and against baseline assessments for ALL pupil groups; paying particular regard to vulnerable pupil groups including those with additional needs &/or a SEND statement or Education, Health, Care (EHC) Plan and the associated legislation/codes of practice.				x	
E5	QA/ensure the ongoing programme of MAT and academy self-evaluation evidences a high quality of education provision for all phases and specialist types is in line with vision, ethos and values; and is on track to meet the Ofsted Inspection Handbook key judgement areas and associated criteria for either 'good' or 'outstanding'.		x		x	
E6	Determine ADP link roles to align individual skills to identified priorities in the first scheduled meeting of each academic year; AND agree and implement a schedule of ADP Link Visits at timely intervals to independently source and triangulate internal reporting in line with Link Visit Policy and protocols				x	x
E7	QA/ensure comparable and accurate processes of assessment and reporting are in place and used effectively to inform pedagogy and intervention strategies which impact positively upon student progress and outcomes				x	
E8	QA/ensure enough teaching time is provided to cover the national curriculum and other statutory requirements e.g. EYFS framework				x	
E9	QA/ensure each academy promotes the physical and mental health and emotional wellbeing of all pupils and protects them from harm; including robust and secure safeguarding policy and practice and maintenance of the Single Central Register (SCR)					x

E10	QA/ensure the board's duty to actively promote British values is evidenced as part of pupils' Spiritual, Moral, Social and Cultural (SMSC) development incl. pupil voice / democracy				x	
E11	Determine/communicate the board's written statement of principles in relation to stakeholder engagement		x			x
E12	Develop (in consultation with stakeholders) and oversee the implementation of a MAT Stakeholder Engagement Strategy and Communications Plan to evidence consistency of key messages and compliance with the board's duty to regard the views of parents in local decision making					x
E13	QA/ensure the board's duty to provide a high quality of careers information, advice and guidance is evidenced in line with the relevant Funding Agreements				x	
E14	QA/ensure all statutory assessments of attainment at key points are managed and completed in line with legislation and Standards & Testing Agency/exam body requirements.				x	
E15	Oversee/ensure compliance with the board's duty to consider complaints about each academy and any community facilities or services it provides. Including maintenance of a formal complaint log to manage all complaints to a resolution in line with MAT policy					x
E16	Produce, in consultation with principals, staff, parents and all registered pupils, the board's written statement of principles in relation to pupil behaviour to inform policy and practice					x
E17	QA/ensure compliance with the board's legal duties in relation to pupil exclusion					x
E18	Oversee/ensure MAT compliance as an Admissions Authority					x
E19	QA/ensure that each academy maintains admission and attendance registers in accordance with The Education (Pupil Registration) (England) Regs 2006					x
E20	QA/scrutinise and provide robust challenge in relation to pupil applications, admissions, attendance, absence and exclusions in line with the associated legislation &/or Admissions Code.					x
E21	QA/ensure that the board fulfils its legal duty to provide a free school meal for reception, Y1 and Y2 pupils in line with grant funding and The Requirements for School Food Regs 2014					x

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Level 2	Operational L&M; ensuring robust accountability for delivery of vision, learning mission, strategy and statutory duties; QA and timely reporting of risk.		CEO	Executive Management Team	Substantive Headteachers	Designated Senior Leaders
Ref	Functions					
F1	Propose for board approval the scheme of financial delegation and framework of internal controls			x		
F2	QA/ensure appropriate oversight of the MAT's financial affairs (incl. AFH compliance and appropriate oversight of financial transactions)			x		
F3	Oversee the preparation of accruals accounts to give a true and fair view of the MATs use of resources in accordance with existing accounting standards			x		
F4	Oversee compliance with Master Funding Agreement (MFA)			x		
F5	QA/ensure compliance with the Supplemental Funding Agreement(s) including its annexes			x		
F6	Oversee/ensure compliance with the latest Academies Financial Handbook (AFH)			x		
F7	Oversee/ensure the setting of balanced budgets for each financial year to 31 August AND the board's approval(s) are captured in the minutes			x		
F8	QA/ensure each academy uses its delegated funding to set a balanced budget AND its allocation is wholly in line with ADP priorities (i.e. is set afresh each year not rolled over + x% for inflation)				x	
F9	QA/monitor and evaluate the impact and extent of economy, effectiveness and efficiency (VfM) in the academies' use of the delegated resources (financial and human) against their ADP				x	x
F10	QA/ensure that each academy maintains spending within its delegated budget AND evidences value for money (VfM); regularity; propriety			x		
F11	Oversee/ensure that a 3 year budget forecast is prepared and submitted to the ESFA within the deadline set			x		
F12	Oversee/ensure that ESFA approval is sought where the delegated limits are exceeded for: writing off debts/losses; entering into guarantees, letters of comfort or indemnities including special payments (i.e. staff severance, compensations or ex gratia); acquisition and disposal of fixed assets; leasing (some relating to land or buildings or all finance leases)			x		
F13	Propose for board approval, as part of short and long term financial planning; the % of GAG pooling required to meet specific, identified needs whilst ensuring GAG funding fully benefits all its current, registered pupils. Put an appeals mechanism in place to ensure fair treatment.			x		
F14	Oversee/QA/ensure sufficient rigour and scrutiny in the budget management process to understand and address variances between the budget set and actual income/expenditure			x		
F15	Oversee/ensure effective cash management (incl. reconciliation of bank accounts) on a termly basis throughout the financial year			x		

F16	Oversee the development and implementation of financial plans (incl. income generation, fund-raising and efficiency savings) to secure long term financial sustainability across the cluster			x		
F17	Benchmark the effectiveness and efficiency (VfM) of the MAT's financial management with other MATs of a similar demographic &/or annual turnover			x		
F18	Oversee/ensure fees for chargeable services are set at full cost (applying an additional rate of return when in a commercial environment.) N.B. the AFH is explicit about boarding provision			x		
F19	Set measures to retain control of, and safeguard, all the MAT's estates and assets			x		
F20	Oversee/ensure that the MAT's estates are maintained effectively and efficiently via the development and implementation of an asset management plan			x		
F21	Oversee/ensure that funding is sought for capital projects where applicable			x		

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A1	Oversee/ensure compliance with Charity Law; evidence trustees' awareness of relevant CC publications to inform decision making, policy and practice		x			
A2	Oversee/ensure compliance with Company Law; evidence trustees' awareness of their duties		x			
A3	Oversee/ensure compliance with Articles of Association	x	x			
A4	Oversee/ensure compliance with DfE (incl. its executive agencies) as the regulator of academies		x			
A5	Oversee/ensure compliance with The Education (Independent School Standard) Regulations 2014				x	
A6	Oversee/ensure compliance as contracting authority; including competitive tendering policy and that OJEU procurement thresholds are observed until Brexit is fully effected			x		
A7	QA/ensure the suitability of, and compliance with, the MAT's financial systems and operational controls given the differing risks and complexity of its operations. This must include oversight of the financial controls and risks at each academy incl. risk of fraud, theft and/or irregularity			x		
A8	Oversee/ensure the completion of due diligence and fit with strategy prior to approving the opening or acquisition of any type of new education provision			x		

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A9	Ensure effective separation of roles across the MAT and specifically within its governance structure; membership; attendance and reporting by executive leaders at trust board and/or trust committee meetings (AFH 2.4.3)		x			
A10	QA/ensure accountability, integrity, transparency and openness in the management of the MAT's financial affairs in line with Nolan Principles; including fully completed registers of interest (incl. connected parties) information to be published on the MAT's website; disclosures; gifts; novel and/or contentious transactions			x		
A11	Oversee/ensure that all information submitted to the DfE and ESFA which informs funding allocations is fully accurate and compliant with funding criteria e.g. pupil premium			x		
A12	Oversee/ensure compliance with strategic risk management requirements incl. contingency and business continuity planning; insurance and indemnities; audit;			x		
A13	Oversee/ensure compliance with the MAT's investment and risk policy in line with Articles of Association; AFH and CC14 guidance			x		
A14	Appoint (or remove) the external auditors in writing with a separate letter of engagement issued for external audit and additional services to incl. provision for removal of auditors.	x				
A15	Ensure that the committee's work informs the annual governance statement and accounting officer's statement on regularity, propriety and compliance produced and submitted as part of the externally audited accounts return to the ESFA			x		
A16	Ensure that a Financial Management and Governance self-assessment (FMGS) is completed for every new academy joining the MAT			x		
A17	Receive/approve the annual externally audited accounts; ensuring value for money, regularity and propriety in the MATs use of public monies in line with annual accounts direction and CC Statement of Recommended Practice (SORP)	x	x			
A18	Appoint or remove the MAT's internal auditors			x		
A19	Oversee/ensure compliance with HM Treasury's guidance 'Review of the Tax Arrangements of Public Sector Appointees' in relation to executive leaders.			x		
A20	Oversee/ensure use of confidentiality clauses associated with staff severance payments complies with Public Interest Disclosure Act 1998.			x		
A21	Oversee/ensure compliance with Freedom of Information Act (FOIA)		x			

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HR1	Oversee audit of skills and implementation of the search, recruitment and nomination of trustees and governors based on skills in line with MAT vision and strategy and DfE Competency Framework for Governance			x		
HR2	Oversee development, delivery and evaluation of GPD induction and training programme.			x		
HR3	Oversee implementation of the MAT's recruitment, retention and succession strategy for Board of Trustees and Executive Management Team			x		
HR4	Oversee the appointment or dismissal of the CEO/Accounting Officer		x			
HR5	Oversee the appointment or dismissal of members of the Executive Management Team			x		
HR6	Oversee the appointment or dismissal of appropriately qualified &/or experienced finance staff			x		
HR7	Appoint or remove Members; AND Member appointed trustees	x				
HR8	Oversee the appointment or removal of any patrons or honorary officers; all trustees (excl. Member appt.) and governors incl. those appointed to positions of office; taking care to avoid influenced company status and shadow or defacto trustees		x			
HR9	Oversee the process of governance self-evaluation of effectiveness and efficiency annually (collectively, individually and 360° for Chairs) & commission an external review every 3 years		x			
HR10	Oversee the development and implementation of the HR strategy to increase leadership capacity and drive school improvement across the MAT; incl. deployment of internal, and commission of external, specialist resource and expertise			x		
HR11	Oversee the establishment of a pay and performance review panel for the CEO and commission of a suitably skilled External Adviser			x		
HR12	Oversee the establishment of a performance review panel for each substantive headteacher and commission of a suitably skilled External Adviser			x		
HR13	Oversee the establishment of a pay review panel and where appropriate, pay appeal panel			x		
HR14	Set the staffing structure according to curriculum and operational needs in order to derive maximum value for money across the MAT as a whole			x		
HR15	QA/scrutinise and provide robust challenge in relation to staff deployment, absence and morale upon educational performance			x		
HR16	Oversee/ensure compliance with The Equality Act 2010 across the MAT			x		
HR17	Oversee/manage the schedule of policy review and delegation by monitoring and evaluating the effectiveness of implementation of statutory policy and related legislation, guidance and procedures across the MAT in line with scheme of delegation. In particular: anti-bullying; behaviour; safeguarding; complaints; SEND and inclusion; admissions; equal opportunities; data protection; H&S;		x			
HR18	Oversee the development, monitoring and evaluation of the implementation of the HR suite of policies i.e. performance management, capability, pay, disciplinary, grievance, dismissal, whistleblowing; gifts and hospitality, expenses			x		