Shires MAT delegation matrix

R = Responsible (also Recommender)
Those who do the work to complete the task.

✓= Accountable (also Approver or final approving authority)
The one ultimately answerable for the correct and thorough completion of the deliverable or task, the one who ensures the prerequisites of the task are met and who delegates the work to those responsible. In other words, an accountable must sign off (approve) work that **Responsible** provides. There will normally be only one accountable specified for each task or deliverable. This could be a committee in our model.

C = Consulted (sometimes Consultant or counsel)
Those whose opinions are sought, typically subject matter experts; and with whom there is two-way communication.

I = Informed (also Informee)
Those who are kept up-to-date on progress, often only on completion of the task or deliverable; and with whom there is just one-way communication

Area	Decision	Delegation								
		Members	Trust Board	CEO	CFO	COO	Business Finance	Audit Risk	Local Governing Body	Academy Headteachers
A. Governance framework, People.										
People	1. Members: Appoint/Remove	✓	R							
	2. Trustees: Appoint/Remove	✓	R							
	3. Role descriptions for members	✓								
	4. Role descriptions for trustees (including specific roles linked		✓	R						

People										
	to committees/chair): Agree									
	5. Parent trustee: Trust Board: Agree		✓	R						
	6. Parent LGB: Agree								✓	R
	7. Board committee chairs: appoint and remove		✓	R			✓	✓		
	8. LGB chairs: appoint and remove			C					✓	C
	9. Clerk to Trust/Member board (Business/Audit): appoint and remove		✓							
	10. Clerk to LGB : appoint and remove			C					✓	C
	11. Staff wellbeing		I	✓					C	R
	12. Staff development (leadership, career expectations, Trust level)		C	✓					C	R
	13. Staff development (knowledge, targeted)		I	R					C	✓
	14. Redundancy linked to academy staff other than HT and CEO		✓	R					C	R
	15. Redundancy linked to HT and CEO		✓	C					R	C

B. Systems and structures

	1. Articles of association: review and agree	✓	R							

Systems and structures											
Systems and structures	2. Governance structure (committees) for the trust: establish and review annually		✓	R						C	C
	3. Terms of reference for board committees and scheme of delegation for academy committees: agree annually		✓	R						C	C
Systems and structures	4. Governance skills audit: complete and recruit to fill gaps		✓	R						R	
	5. Annual self review of trust board and committees: complete annually		✓	C				R	R	R	C
	6. Chair's performance: carry out 360 review periodically		✓					R	R	R	
	7. Member/Trustee / academy committee contribution: review annually	✓	✓					✓	✓	✓	
	8. Governance succession: plan		✓							✓	
	9. Annual schedule of business for trust board: agree		✓					R	R	R	
	10. Annual schedule of business for LGB: agree			C						✓	R

C. Reporting

Reporting		C1	C2	C3	C4	C5	C6	C7	C8	C9
	1. Annual report work of academy committee: submit to trust and publish		I	C						✓	R
	2. Annual report on performance of the trust: submit to members and publish	I	✓	R							
	3. Annual financial report and accounts including accounting policies, signed statement on regularity, propriety and compliance, incorporating governance statement demonstrating value for money: submit	I	✓	R		R				C
	4. Publication on trust websites of all required details on governance arrangements. Statutory Trust content and policy.		✓	R							
	5. Publication Academy websites of all statutory website content and policy Academy level. Website prospectus, marketing, PR (central and academy): ensure		I	R						✓	R
	6. Publication of annual report to Diocesan Board Education on Christian provision at Feckenham C of E School.		I	C						R	✓

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D. Being Strategic										
Being Strategic	1. Determine trust wide policies which reflect the trust's ethos and values (facilitating discussions with unions where appropriate) approve		✓	R			R	R	C	C
	2. Determine school level policies which reflect the school's ethos and statutory compliance		C	R					✓	R
	3. Central spend / cost: agree		✓	R			R		R	C
	4. Management of risk and critical incident and disaster: establish register, review and monitor		✓	R			R	R	C	C
	5. Management of Risk. Establish register. Academy continuity plans. Review and monitor academy level.			C				I	✓	R
	6. Ensure Trust compliance through monitor and review of Health and Safety assessments from academy level		✓	R				R	R	R
	7. Ensure academy compliance with Health and safety requirements		I	C					✓	R
Being Strategic	8. Trust's vision and strategy, agreeing key priorities and key performance indicators (KPIs)	I	✓	R					C	C

against which progress towards achieving the vision can be measured: determine									
9. Academy's vision and strategy, agreeing key priorities and key performance indicators (KPIs) against which progress towards achieving the vision can be measured: determine		I	C					✓	R
10. Chief executive officer: appoint and dismiss		✓						C	C
11. Academy Headteacher : appoint and dismiss		✓	R					R	
12. Budget plan to support delivery of trust key priorities including central spend: agree		✓	R			R		C	C
13. Budget plan to support delivery of school key priorities: agree			C			I		✓	R
14. Trust's central staffing structure: agree		✓	R			R	R	C	C
15. School staffing structure: agree			C					✓	R
16. Changes to age range, PAN, Admissions.		✓	R					R	R

	17. Develop and agree a 3 year Estates Strategy and management Plan		✓	R			R		R	C

**E. Holding to account**									

Holding to account	1. Auditing and reporting arrangements for matters of compliance (e.g. safeguarding, H&S, employment): agree (Trust level)		✓	R			R	R	C	C
	2. Auditing and reporting arrangements for matters of compliance (e.g. safeguarding, H&S, employment): agree (Academy level)		C	C					✓	R
	3. Reporting arrangements for progress on key priorities: agree (Trust and Academy)		✓	R			R	R		
	4. Appoint external auditors	✓						R		
	5. Performance management of the Chief Executive Officer: undertake		✓							
	6. Performance management of academy Headteachers : undertake		C	✓					R	

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7. Trustee monitoring: agree arrangements		✓						
8. Appoint staff of central team (except CFO/CEO)		R	✓					C
9. Appointment of other Academy staff (within current structure and budget),		I						✓
10. Appointment of academy staff outside existing structure (within budget). Refer to ECP for NEW SLT posts)		I	✓				✓	R
11. Appointment of other Academy staff(when deficit budget set or proposal results in deficit budget)		I	✓				R	R
12. Dismissal, suspension of any staff (other than CEO and HT)		C	✓				R	R
13. LGB person monitoring: agree arrangements			C				✓	
14. LGB committee overall performance monitoring: agree arrangements		✓	R				C	C
15. Issuing an Exclusion and informing all relevant parties		I						✓ R

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	16. Review of decision of HT's decision to permanently exclude a pupil		I	C					✓	
	17. Review of exclusion decision (other than permanent) as per the DfE guidelines		I						✓	

F. Ensuring financial probity

Ensuring financial probity	1. Trust's scheme of financial delegation: establish and review		✓	C				R		C
	2. Appoint Chief financial officer for delivery of trust's detailed accounting processes		✓	R				R		
	3. School's scheme of financial delegation: establish and review		✓	R				R	C	C
	4. External auditors' report: receive and respond (Trust level)		✓	R				R		
	5. External auditors' report: receive and respond (Academy level)			R				R	✓	R
	6. Internal audit processes			R				✓		
	7. CEO pay award: agree		✓							

Task										
8. Academy Headteacher pay award: agree		✓	R						R	
9. Staff appraisal procedure and pay progression: review and agree			C						✓	R
10. Benchmarking and trust wide value for money: ensure robustness			R			✓			C	C
11. Benchmarking and academy value for money: ensure robustness		C	R						✓	R
12. Develop trust wide procurement strategies and efficiency savings programme		C	R			✓				C
13. Review and approve trust wide procurement strategies and efficiency savings programme		C				✓				