



The STAR
MULTI ACADEMY TRUST

The STAR Multi-Academy Trust (“the MAT”)

Scheme of Delegation

For

[Name of Academy] (“the Academy”)

Approved by Trustees on 26th February 2018

Applies from: 1st May 2018

Date of next scheduled review: 1st May 2019

Publication/communication requirements: The Board of Trustees should ensure that a copy is provided to Members, Board Committees (including the Local Governing Bodies), the Chief Executive and the Headteachers. The Document should also be published on the Trust and Academy websites.

INTRODUCTION

1. Purpose of the Scheme of Delegation

- 1.1 The primary purpose of this Scheme of Delegation (Scheme) is to inform those involved with the governance of the Academy of where decision making, advisory and other responsibilities lie within the MAT.
- 1.2 The Scheme reflects the Academy's designation as a Church of England Academy, and reflects its former status.
- 1.3 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 strategic plans, policies and procedures and any direction given or rules and directions agreed or issued by the Members or the Board of Trustees. 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.
- 1.4 Whilst the Scheme is an important document, the way it is operated in practice will be the key to its efficacy. Good communication between the Board and its Committees and relevant members of staff will be essential. It is hoped that the establishment of a Chairs Group and a Headteachers Group will aid communication in this respect and aid with effective governance more generally.
- 1.5 The Scheme should not be confused with the written scheme of delegation of financial powers referred to in the Academies Financial Handbook, which is a separate document.

2. Adoption of the Scheme

- 2.1 This Scheme has been approved by the Board of Trustees and shall apply to the Academy from the date shown on the front cover.

3. How it has been determined

- 3.1 In determining this Scheme, the Trustees have been mindful that:
 - a. The Board of Trustees is ultimately accountable for the way in which the academies managed by the MAT are run 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 it makes sense for matters to be dealt with centrally, rather than by individual academies. It is hoped that this will reduce the burden on the individual academies, which already have a heavy workload, and in appropriate cases achieve economies of scale.
 - c. The Board cannot take all decisions itself, and in making decisions that the Board reserves for itself, it will often be reliant on information and advice from and be guided (as appropriate) by its Committees, the academy LGBs and others operating at academy level. The Board considers that there is often a powerful case for local involvement in decision making.
 - The level of delegation will reflect the circumstances of the Academy at the time of delegation. Academies with strong Headteachers and LGBs will in general have a greater level of delegation. Furthermore, particular weaknesses identified during a risk assessment process, e.g. in relation to standards, finances or leadership, may require certain decisions/responsibilities to be temporarily taken back by the Board of Trustees. Once an academy is judged to be in a secure position, greater autonomous control will be returned.

4. Termination and amendment

- 4.1 The Scheme will be subject to formal review annually. However, the Board deems it appropriate, changes will be made in year.
- 4.2 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).
- 4.3 As the MAT and the academies develop, so may the governance arrangements and accordingly the delegations that are in place. For example (and without limitation):
- Changes may need to be made as a result of lessons learned and development of best practice;
 - It is hoped that the strength of weaker academies will increase over time such that additional responsibilities may be delegated;
 - Where weaknesses develop in an academy's leadership and governance, or in particular areas, the MAT may need to intervene and remove delegations.
- 4.4 The Board would welcome comments on the operation of the Scheme 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.

5. Delegation Matrix

5.1 The delegation matrix that applies in respect of the Academy is set out below. It is structured in accordance with the following index:

Area	Covered	Number
	governing Governance	
	governance matters	
	governance matters	
	and other committee matters	
	and Chairs Group	
	annual reports	
	financial reporting	
	strategy and leadership	
	strategic planning and oversight	
	organisational	
	management	
	governance	
	governance structures	
	governance appointments	
	governance level appointments	
	student matters	
	education provision	
	education, attendance and welfare	
	education meals	
	education provisions	
	education liability	
	education and procurement	
	education and safety, insurance and premises and extended schools	
	education communications, information and complaints	
	education communications	
	education complaints	
	education relation management	

Delegation Matrix – STAR Multi-Academy Trust – [Name of school]

DECISION	MEMBERS	BOARD OF TRUSTEES	CHIEF EXECUTIVE	LGB	ACADEMY HEADTEACHER	D PARTY	ADVICE	COMMENTS
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A. Overarching Governance

A1 Member matters

1.	Amendment of Articles of Association	Decide	<Recommend	<Advise			See advice/ comments	<ul style="list-style-type: none"> Company Secretary advice and support with process Legal advice (as required) 	<ul style="list-style-type: none"> Consent of York Diocesan Board of Education (YDBE) and Site Trustees required. DfE and/or Charity Commission consent required in certain cases Must be filed at Companies House along with copy of special resolution and any required forms
2.	Call Members' Meetings	Decide	Decide					<ul style="list-style-type: none"> Company Secretary advice and support with process 	<ul style="list-style-type: none"> As a minimum, Members should hold an AGM once a year. Extraordinary meetings may also be called by Trustees or Members. Decisions may be made by written resolution between meetings.
3.	Appoint/remove Members	Decide					See advice/ comments	<ul style="list-style-type: none"> Company Secretary advice and support with process 	<ul style="list-style-type: none"> Details of how Members are appointed and removed are specified within articles 12-18 of the Articles of Association. YDBE guidance and training should be provided to those undertaking the role of Member and Members will be required to sign an appropriate ethos undertaking. Company Secretary to liaise with Trust personnel to ensure <ul style="list-style-type: none"> - appropriate DBS and related checks made - GIAS notifications are made - Details of Member and their interests are uploaded on Trust website - Copies of completed ethos undertakings to be provided for YDBE and Foundation Members.
4.	Complete Member register of interests, and keep under regular review	Responsible	Receive	Receive	Receive	Receive	See advice/ comments	<ul style="list-style-type: none"> Company Secretary advice and support with process 	<ul style="list-style-type: none"> Company Secretary to liaise with Trust personnel to ensure details are uploaded on Trust website. Register of Member Interests should be brought to the attention of decision makers as appropriate (Chief Executive to oversee).

Delegation Matrix – STAR MAT - [Name of school]

	DECISION	MEMBERS	BOARD OF TRUSTEES	CHIEF EXECUTIVE	LGB	ACADEMY HEADTEACHER	D PARTY	ADVICE	COMMENTS
A2	Board matters								
5.	Appoint/remove Trustees	Decide	<Advise					See advice/ comments <ul style="list-style-type: none"> • Company Secretary advice and support with process • Trustees to advise on skills gaps to inform decision making 	<ul style="list-style-type: none"> • Details of how Members are appointed and removed are specified within articles 50-56 of the Articles of Association. • Recommendation/application forms should request information about ability and commitment to preserve and develop CE ethos of CE schools within the Trust as well as other skills. • YDBE guidance and training should be provided to those undertaking the role and Trustees should be required to sign an appropriate ethos undertaking. • Code of Conduct should be agreed and all Trustees should be required to sign it • Company Secretary to liaise with appropriate Trust personnel to ensure that <ul style="list-style-type: none"> • appropriate DBS and related checks are made • GIAS notifications are made • Details of Director/Trustee and their interests are uploaded on Trust website • YDBE is informed of any changes to the Trustees • Copies of completed ethos undertakings to be provided to YDBE and Foundation Members. • Return must be filed at Companies House • Chair of Board, Chief Executive and Company Secretary and others as appropriate to provide induction.
6.	Complete Director/Trustee board skills audit and training plan annually	Receive	Responsible	<Advise				<ul style="list-style-type: none"> • Chair of Board to lead - Company Secretary advice and support with process 	<ul style="list-style-type: none"> • Skills audit should include ability and commitment to preserve and develop CE ethos of CE schools within the Trust. • Chair of Board to follow up with Trustees on training requirements • Details of skills gaps should be provided to those responsible for appointing Trustees when a vacancy arises
7.	Appoint/Remove Chair of Trustees	Approve	Recommend					<ul style="list-style-type: none"> • Company Secretary advice and support with process 	<ul style="list-style-type: none"> • Should not be an employee
8.	Appointment Vice Chair of Trustees		Decide					<ul style="list-style-type: none"> • Company Secretary advice and support with process 	<ul style="list-style-type: none"> • Should not be an employee

Delegation Matrix – STAR MAT - [Name of school]

	DECISION	MEMBERS	BOARD OF TRUSTEES	CHIEF EXECUTIVE	LGB	ACADEMY HEADTEACHER	D PARTY	ADVICE	COMMENTS
9.	Determine and allocate specific Director/Trustee roles (as required)		Decide					<ul style="list-style-type: none"> Chair to advise based on skills audit 	<ul style="list-style-type: none"> This should include specific roles appropriate to the MAT e.g. Safeguarding/Child Protection, Health and Safety, Special Educational Needs Allocated Trustees should work with the Local Governors given specific responsibilities in their areas (the roles should dovetail) NB All Trustees continue to have responsibility for these areas, despite any allocation of specific roles
10.	Confirm Accounting Officer (CEO)		Decide					<ul style="list-style-type: none"> Finance Director to support and notify Secretary of State 	<ul style="list-style-type: none"> Should be the Chief Executive or equivalent (the role will be heavily supported by the Finance Director and the Headteachers) Has responsibility for regularity, propriety and value for money. Also responsibility for ensuring that proper financial records and accounts are kept.
11.	Appoint/remove Company Secretary		Decide	<Advise				<ul style="list-style-type: none"> HR advice obtained as required 	<ul style="list-style-type: none"> Should have relevant experience in school/company/charity governance. The relevant appointee will also act as Governance Officer – see section C below Reports directly to the Board
12.	Determine Scheme of Delegation	Receive	Decide	<Advise	Advise	<Advise	See advice/ comments	<ul style="list-style-type: none"> Company Secretary and Chief Executive advice and support LGBs and other Committees to provide advice on amendment based on experience of operation 	<ul style="list-style-type: none"> The document will be reviewed every year or more frequently where the Trustees deem this to be desirable. Where practicable, the Board will give the LGB and Committees an opportunity to comment before determining the Scheme of Delegation. The Scheme will comply with the Memorandum and Articles of Association and other legal requirements, including any matters that are reserved to Members from time to time. The Board will ensure that the CE foundation and responsibilities to the YDBE and site trustees are properly reflected in any Scheme for the Academy. The YDBE will be consulted prior to first adoption and thereafter in the event that any proposed changes could impact on the CE foundation of the Academy.
13.	Complete Director/Trustee register of interests and keep under regular review	Receive	Responsible	Receive	Receive	Receive	See advice/ comments	<ul style="list-style-type: none"> Company Secretary advice and support with process 	<ul style="list-style-type: none"> Company Secretary to liaise with Trust personnel to ensure details are uploaded on Trust website. Register of Director Interests should be brought to the attention of decision makers as appropriate (Chief Executive to oversee).
14.	Board of Trustees'		Decide	<Advise	Receive			<ul style="list-style-type: none"> Chair of Board to 	<ul style="list-style-type: none"> Should be shared with LGB and other Committees to inform

Delegation Matrix – STAR MAT - [Name of school]

	DECISION	MEMBERS	BOARD OF TRUSTEES	CHIEF EXECUTIVE	LGB	ACADEMY HEADTEACHER	D PARTY	ADVICE	COMMENTS
	Annual Schedule of Business							lead, with Company Secretary advice and support with process • Appropriate advice and input from Chief Executive and those responsible for planning LGB/other Committee Annual Schedule of Business	their work • Chair of Board and Company Secretary to use to inform agenda setting • Trustees should meet at least every half term
15.	Determine policy review process and schedule		Decide	<Advise	Receive			• Company Secretary advice and support with process • Appropriate advice and input from Chief Executive (and other key employees) and those responsible for LGB/other Committee policy review	• Needs to dovetail with annual schedule of business (see above). • Should specify what policies there are to be, the lead member of staff responsible for the policy, the approving person/body and when the review will take place. • Review of policies to be conducted in accordance with process and schedule.
16.	Annual Review of Governance and Board Effectiveness	Receive	Responsible	<Advise	Advise	<Advise		• Chair of Board to lead. • Company Secretary and Chief Executive advice and support with process	• This should dovetail with the Committees' (including LGB's) reviews of their own effectiveness (see below). • The outcome of the review may impact on the level of delegation to LGBs and others under the Scheme of Delegation or otherwise. • Trustees to consider whether an external review of governance should take place.
17.	Annual Report and Financial Statements	Receive and scrutinise	Approve	<Advise, Approve			See advice/ comments	• Finance Director to co-ordinate draft, with input from Chief Executive and Company Secretary • Auditors to review and sign off • Trustees and Accountable Officer must approve relevant sections	• The Members should receive and scrutinise the accounts at their AGM. • The document should be filed with Companies House and the DfE and uploaded onto the Trust's website.

Delegation Matrix – STAR MAT - [Name of school]

	DECISION	MEMBERS	BOARD OF TRUSTEES	CHIEF EXECUTIVE	LGB	ACADEMY HEADTEACHER	D PARTY	ADVICE	COMMENTS
18.	Other company returns		Approve	<Advise, Approve				<ul style="list-style-type: none"> Trustees to approve as required Trust staff to advise as appropriate e.g. HR Director, Finance Director, Company Secretary 	<ul style="list-style-type: none"> To include key Companies House filings and DfE returns
19.	Chief Executive Reports to Trustees		Receive, Scrutinise	Responsible				<ul style="list-style-type: none"> The Chief Executive will be supported by others as appropriate e.g. Company Secretary, Finance Director, HR Director, Church School Development Group 	<ul style="list-style-type: none"> The Trustees should agree with the Chief Executive what reports are required, the required frequency and the content of those reports. The Trustees should receive the reports at a Board meeting to enable appropriate questioning and follow up.
20.	Supplemental Reports to Members	Receive, Scrutinise	Approve	<Advise				<ul style="list-style-type: none"> The Chief Executive should co-ordinate the reports for input and approval by the Trustees. The Chief Executive and the Trustees will be supported by others as appropriate e.g. Company secretary, Finance Director, HR Director, Church School Development Group 	<ul style="list-style-type: none"> The Members should agree with the Trustees what additional reports are required, the required frequency and the content of those reports. The Members should receive the supplemental reports at their AGM and/or at Extraordinary General Meetings to enable appropriate questioning and follow up The reports should include an annual Church School Distinctiveness Report.
21.	Setting up any subsidiary company or linked charity	Decide	Recommend	Advise				<ul style="list-style-type: none"> Legal and financial advice required 	<ul style="list-style-type: none"> Trustees must keep the need for a subsidiary company under review, based on the Trust's trading and related activities.

Delegation Matrix – STAR MAT - [Name of school]

	DECISION	MEMBERS	BOARD OF TRUSTEES	CHIEF EXECUTIVE	LGB	ACADEMY HEADTEACHER	D PARTY	ADVICE	COMMENTS
A3 LGB and other committee matters									
22.	Determine and keep under review Committee complement		Decide	<Advise	Advise	<Advise		<ul style="list-style-type: none"> ● Chief Executive and Company Secretary to advise and support ● Headteacher and Clerk to aid formulation of LGB advice 	<ul style="list-style-type: none"> ● Consideration will need to be given as to: <ul style="list-style-type: none"> - what Committees are required (under the Articles of Association/Funding Agreements/Academies Financial Handbook e.g. Audit/Finance, LGB) - What additional Committees (board and/or LGB and/or shared) would be useful given the size of the MAT and the decision making functions that take place at each level of governance. - Membership, terms of reference, reporting requirements, decision making and other procedures etc. of each Committee (please see below) ● Under the Articles of Association: <ul style="list-style-type: none"> - The constitution, membership and proceedings of any committee must be determined by the Trustees. - The establishment, terms of reference, constitution and membership of any committee shall be reviewed at least once in every twelve months. - The membership of any committee of the Trustees may include persons who are not Trustees, provided that (with the exception of the LGBs) a majority of members of any such committee shall be Trustees. - Except in the case of a LGB, no vote on any matter shall be taken at a meeting of a committee of the Trustees unless the majority of members of the committee present are Trustees. ● Academy trusts are required to establish a Director/Trustee committee to provide assurance over the suitability of, and compliance with, its financial systems and operational controls. All Trusts with an annual income over £50 million must have a dedicated audit committee. The majority of members must be Trustees. ● Consideration should be given as to setting up a Church School Development Group, being an advisory only group that will help to support the CE foundation of CE schools and report to the Board on their operation as CE schools.
23.	Determining LGB composition		Decide	<Advise	<Advise	<Advise	See advice/ comments	<ul style="list-style-type: none"> ● Clerk advice and support with process 	<ul style="list-style-type: none"> ● The composition of the LGB will be agreed with the YDBE. Any changes to the number or proportion of Foundation Local Governors, or how they will be appointed, will require

Delegation Matrix – STAR MAT - [Name of school]

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									the consent of the YDBE. <ul style="list-style-type: none"> The composition will be set out in the LGB's Terms of Reference.
24.	Appointing LGB Members				Decide		See advice/ comments	<ul style="list-style-type: none"> Clerk advice and support with process Details of skills gaps should be provided to those responsible for appointing Local Governors when a vacancy arises 	<ul style="list-style-type: none"> The YDBE's Foundation Local Governor appointment processes should be followed when Foundation Local Governors are being appointed Code of Conduct should be agreed and all Local Governors should be required to sign it All Local Governors should attend appropriate CE governance training and complete an appropriately worded ethos undertaking. Clerk to liaise with appropriate staff to ensure: <ul style="list-style-type: none"> appropriate DBS and related checks are made GIAS notifications are made Details of Local Governors and their interests are uploaded on Academy website Copies of ethos undertakings are sent to the YDBE and the Trustees. Clerk, Headteacher and Chair of LGB (and others as appropriate) to lead induction.
25.	Hold staff and parent elections for LGB				Responsible	<Advise		<ul style="list-style-type: none"> Clerk and Headteacher advice and support with process 	<ul style="list-style-type: none"> Must be in accordance with any relevant provisions in Articles of Association, Scheme of Delegation and LGB Terms of Reference. LGB Members to flag need for skills and ability to support CE ethos of Academy as part of process. LGB to appoint in the event no-one puts themselves forward for election.
26.	Appoint Chair of LGB				Decide			<ul style="list-style-type: none"> Clerk advice and support with process 	<ul style="list-style-type: none"> Should not be an employee.
27.	Appoint vice Chair of LGB				Decide			<ul style="list-style-type: none"> Clerk advice and support with process 	<ul style="list-style-type: none"> Should not be an employee
28.	Allocate specific local governor roles		Advise	<Advise	Decide	<Advise		<ul style="list-style-type: none"> Chair of LGB to lead, based on skills Trustees to specify certain required roles to dovetail with own link Trustees (if applicable) 	<ul style="list-style-type: none"> Allocated LGB members should work with Trustees allocated with specific responsibilities in their areas LGB may choose to allocate additional link roles (e.g. Safeguarding/Child Protection, Health and Safety, Special Educational Needs) All LGB members continue to have responsibility for these areas, despite any allocation of specific roles

Delegation Matrix – STAR MAT - [Name of school]

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29.	Confirm local Accounting Officer (Academy level)		Decide	<Advise				<ul style="list-style-type: none"> • Reports to Chief Executive as overall Accounting Officer 	<ul style="list-style-type: none"> • Will generally be the Headteacher or equivalent (the role will be heavily supported by the Academy's Finance manager or equivalent) • Has responsibility for regularity, propriety and value for money at Academy level. • Also responsibility for ensuring that proper financial records and accounts are kept.
30.	Complete LGB register of interests and keep under regular review		Receive	Receive	Responsible	Receive	See advice/ comments	<ul style="list-style-type: none"> • Clerk advice and support with process • Clerk to liaise with appropriate Academy personnel to ensure uploaded on website 	<ul style="list-style-type: none"> • Register of LGB Interests should be brought to the attention of decision makers as appropriate (Headteacher to oversee).
31.	Determine LGB annual schedule of business		Advise	<Advise>	Responsible	<Advise		<ul style="list-style-type: none"> • Chair to lead with Clerk advice and support with process • Appropriate advice and input from Chief Executive, Headteacher and those responsible for planning other Annual Schedules of Business 	<ul style="list-style-type: none"> • This needs to dovetail with the Board of Trustees' Schedule of business • To include items as appropriate to reflect that the Academy is a CE school. • Chair and Clerk to use to inform agenda setting • LGB should meet at least once each half term
32.	Academy level Reporting to Trustees		Receive, Scrutinise	<Advise	Responsible & Approve				<ul style="list-style-type: none"> • LGB minutes will be provided to Trustees as standard. The co-ordinated schedule of business should mean that this enables LGB advice to get to the Board in a timely manner to inform their decision making. • The content and frequency of any additional LGB reports shall be specified by the Trustees. • Additional Academy level reporting should be included in Chief Executive reports as appropriate (see above). • The Trustees should receive the minutes and any additional reports at Board Meetings to enable appropriate discussion and scrutiny.
33.	Review of LGB effectiveness		Receive, Scrutinise	<Advise	Responsible	<Advise		<ul style="list-style-type: none"> • Chair of LGB to lead, Clerk advice and support with process 	<ul style="list-style-type: none"> • This should dovetail with the Board's reviews of their own effectiveness (Trustees may set a template). • Conclusions should be fed into the Board's review of governance effectiveness and may impact on future levels

Delegation Matrix – STAR MAT - [Name of school]

	DECISION	MEMBERS	BOARD OF TRUSTEES	CHIEF EXECUTIVE	LGB	ACADEMY HEADTEACHER	D PARTY	ADVICE	COMMENTS
									of delegation pursuant to the Scheme of Delegation. <ul style="list-style-type: none"> LGB to participate as required in any external review of governance required by the Trustees.
34.	LGB skills audit		Receive, Scrutinise	<Advise	Responsible	<Advise		<ul style="list-style-type: none"> Clerk advice and support with process 	<ul style="list-style-type: none"> Trustees may set a template. Skills audit should include ability and commitment to preserve and develop CE ethos of the Academy Trustees to receive details and may impact on areas of delegation Details of skills gaps should be provided to those responsible for appointing local governors when a vacancy arises
35.	Appoint/remove clerk to the LGB		Decide	<Advise				<ul style="list-style-type: none"> HR advice obtained as required 	<ul style="list-style-type: none"> Should have relevant experience in school and academy governance
36.	Determine LGB procedures		Decide	Advise	Advise			<ul style="list-style-type: none"> Company Secretary advice and support Clerk to support LGB in formulating advice 	<ul style="list-style-type: none"> These must be in compliance with the Articles of Association and must include details relating to appointment of Chair/Vice Chair, quorum and decision making and other procedures etc

Delegation Matrix – STAR MAT - [Name of school]

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A4 Heads and Chairs Group									
37.	Establish Heads Group			Responsible		Participate			<ul style="list-style-type: none"> Chief Executive to establish and lead Heads Group to enable all Headteachers to feed in their thoughts and advice in relation to pertinent matters for their Academy and to enable co-ordinated reporting (through the Chief Executive) to the Board.
38.	Establish Chairs Group		Responsible CHAIR		Participate CHAIR			<ul style="list-style-type: none"> Supported by Company Secretary as required 	<ul style="list-style-type: none"> Chair of Trustees to establish and lead Chairs Group to enable all LGB Chairs to feed in their thoughts and advice in relation to pertinent matters for their Academy and to ensure dovetailing of Director/Trustee and LGB business.
A5 Miscellaneous									
39.	Determine governance policies and procedures for Trustees and Local Governors		Approve					<ul style="list-style-type: none"> Company Secretary advice and support 	<ul style="list-style-type: none"> E.g. appointment, Induction, expenses, Interests (conflicts, payments, contacts etc), Code of Conduct Policies must be in accordance with Articles of Association
40.	Obtain Director/Trustee and Officers insurance		Approve					<ul style="list-style-type: none"> Finance Director and Company Secretary advice and support 	<ul style="list-style-type: none"> Must be in accordance with Articles of Association
A6 Website reporting									
41.	Governance details on trust website	Receive	Approve	<Advise	<Advise CLERK	<Advise		<ul style="list-style-type: none"> Company Secretary & Chief Executive to advise and support, Headteacher and LGB Clerk to feed in relevant information at Academy level 	<ul style="list-style-type: none"> Trust to approve framework Company Secretary responsible for ensuring Trust level information up to date LGB Clerk responsible for ensuring Academy level information up to date.

Delegation Matrix – STAR MAT - [Name of school]

	DECISION	MEMBERS	BOARD OF TRUSTEES	CHIEF EXECUTIVE	LGB	ACADEMY HEADTEACHER	D PARTY	ADVICE	COMMENTS
B. Strategy and Leadership									
B1 Strategic planning and oversight									
1.	Set Trust vision and ethos statement		Decide	<Advise				<ul style="list-style-type: none"> Chief Executive leading role in formulating for Director/Trustee scrutiny 	<ul style="list-style-type: none"> Chief Executive responsible for implementation Should reflect Community and Church foundation of academies in Trust
2.	Set strategic objectives and KPIs of Trust and determine Trust Development Plan and review process	Review	Decide	<Advise				<ul style="list-style-type: none"> Chief Executive leading role in formulating for Director/Trustee scrutiny 	<ul style="list-style-type: none"> Chief Executive responsible for ensuring objectives are met and for progress against Development Plan Development Plan must be in line with strategic objectives Should reflect Community and Church foundation of academies in Trust
3.	Complete Trust Self Evaluation Form (or equivalent)		Decide	<Advise				<ul style="list-style-type: none"> Chief Executive leading role in formulating for Director/Trustee scrutiny 	<ul style="list-style-type: none"> SEF to reflect progress against Development Plan
4.	Set Academy vision and ethos statement			Approve	Recommend	<Advise		<ul style="list-style-type: none"> Headteacher leading role in formulating for LGB scrutiny 	<ul style="list-style-type: none"> Must fit with Trust vision and ethos (Chief Executive to ensure) Vision and ethos should reflect CE school status. CE academies have a fixed ethos statement which should only be changed with consent of DBE.¹ Headteacher responsible for implementation
5.	Set Academy's strategic objectives and KPIs and determine School Development Plan and review process		Approve (KPIs and strategic objectives)	Approve (Plan) <Advise	Recommend	<Advise		<ul style="list-style-type: none"> Headteacher leading role in formulating (in conjunction with the Chief Executive) for LGB scrutiny 	<ul style="list-style-type: none"> Must fit with Trust strategic objectives, KPIs and Plan (Chief Executive to ensure) and reflect Ofsted and SIAMS outcomes Development plan must be in line with strategic objectives Should reflect CE school status Board of Trustees may provide templates

¹ The ethos statement is:

"Recognising its historic foundation, the school will preserve and develop its religious character in accordance with the principles of the Church and in partnership with the Church at parish and diocesan level.

The school aims to serve its community by providing education of the highest quality within the context of Christian belief and practice. It encourages an understanding of the meaning and significance of faith, and promotes Christian values through the experience it offers all its pupils."

Delegation Matrix – STAR MAT - [Name of school]

	DECISION	MEMBERS	BOARD OF TRUSTEES	CHIEF EXECUTIVE	LGB	ACADEMY HEADTEACHER	D PARTY	ADVICE	COMMENTS
6.	Complete Academy Self Evaluation Form (or equivalent)			Scrutinise	Responsible	<Advise		<ul style="list-style-type: none"> Headteacher leading role in formulating for LGB scrutiny 	<ul style="list-style-type: none"> SEF to reflect progress against Development Plan Trust board may provide templates Chief Executive to scrutinise and report on outcomes to the Board
7.	Complete and keep under review Academy SIAMS self-evaluation		Responsible	<Advise	Responsible	<Advise	See advice/ comments		<ul style="list-style-type: none"> YDBE SLA Adviser will support through critical friend visits This should be a working document kept under regular review
8.	Involvement in Ofsted inspections and SIAMS inspections		Responsible	Responsible	Responsible	Responsible	See advice/ comments		<ul style="list-style-type: none"> Trustees and LGB members will be involved as appropriate in Ofsted and SIAMS inspections. The YDBE shall notify the Academy when an inspection is due and liaise with the Academy on the relevant arrangements. The Headteacher will notify the Chief Executive, Chair of the Board and the Chair of the LGB that an inspection has been notified and what involvement is needed from the Board and the LGB.

Delegation Matrix – STAR MAT - [Name of school]

	DECISION	MEMBERS	BOARD OF TRUSTEES	CHIEF EXECUTIVE	LGB	ACADEMY HEADTEACHER	D PARTY	ADVICE	COMMENTS
B2 School Organisation									
9.	Determine protocol for considering taking on new academies/free schools (including due diligence arrangements)		Decide	<Advise				<ul style="list-style-type: none"> Chief Executive leading role in formulating for Director/Trustee scrutiny 	<ul style="list-style-type: none"> Chief Executive to manage process in accordance with agreed protocol This should include the need for a conversion plan to deal with pre and post conversion matters, with an overall project manager identified, and the need for appropriate HR, Finance, buildings, legal etc advice
10.	Decide to take on a new academy/open a free school	Decide	Recommend	<Advise			See advice/comments	<ul style="list-style-type: none"> Trustees to obtain appropriate legal, HR, Finance, buildings etc advice 	<ul style="list-style-type: none"> Trustees must look carefully at all aspects of a potential academy prior to recommending an academy is taken on/free school established, given the impact that the decision may have on the academies already in the Trust
11.	Approve legal documentation associated with academy conversions		Approve	<Advise			See advice/comments	<ul style="list-style-type: none"> Trustees will obtain appropriate Legal, HR, Finance, buildings etc advice 	<ul style="list-style-type: none"> Trustees must understand the documentary framework and what is being agreed to by entering into it. YDBE will need to approve certain documents for a CE school conversion prior to giving its final consent
12.	Structural collaboration and partnership agreements		Decide	<Advise	Recommend ACADEMY LEVEL	<Advise ACADEMY LEVEL	See advice/comments	<ul style="list-style-type: none"> Trustees will obtain Chief Executive advice and appropriate Legal etc advice 	<ul style="list-style-type: none"> Trust level collaboration/partnership agreements to be entered into by Trustees with advice from Chief Executive Academy level collaboration/partnership agreements to be entered into by Trustees following a recommendation from LGB YDBE should be advised if a collaboration/ partnership agreement is proposed which involves a CE school – depending on the specifics advice may be given/consent may be required
13.	Academy closure or re-brokerage (termination of Funding Agreement)	Decide	Recommend	<Advise	Advise	<Advise	See advice/comments	<ul style="list-style-type: none"> Trustees will obtain appropriate Legal etc advice 	<ul style="list-style-type: none"> DfE consent required DfE may enforce closure or re-brokerage in appropriate circumstances. YDBE should be consulted for advice in the event closure or re-brokerage is proposed. YDBE/site trustee consents may be required.
14.	Academy amalgamation/merger	Decide	Recommend	<Advise	Advise	<Advise	See advice/comments	<ul style="list-style-type: none"> Trustees will obtain appropriate Legal etc advice 	<ul style="list-style-type: none"> YDBE should be consulted as soon as possible for advice in the event amalgamation/merger is proposed. YDBE/site trustee consents may be required. DfE consent required
15.	Seeking to change Church of England	Decide	Recommend	<Advise	Advise	<Advise	See advice/comments	<ul style="list-style-type: none"> Trustees will obtain appropriate Legal etc 	<ul style="list-style-type: none"> YDBE should be consulted as soon as possible for advice. YDBE/site trustee consents may be required.

Delegation Matrix – STAR MAT - [Name of school]

	DECISION	MEMBERS	BOARD OF TRUSTEES	CHIEF EXECUTIVE	LGB	ACADEMY HEADTEACHER	D PARTY	ADVICE	COMMENTS
	designation of academy							advice	<ul style="list-style-type: none"> DfE consent required
16.	Agreeing other significant changes to an academy (e.g. potentially contentious proposals, changes to premises, change of age range)	Approve	Decide	<Advise	Advise	<Advise	See advice/ comments		<ul style="list-style-type: none"> YDBE should be consulted as soon as possible for advice. YDBE/site trustee consents may be required. DfE consent may be required
17.	Determining school session and term dates		Decide	<Advise	Recommend	<Advise			<ul style="list-style-type: none"> This allows Trustees to co-ordinate the schools in the Trust to the extent that this is desirable, whilst reflecting local needs

B3 Risk Management									
18.	Determine overall risk management policy and processes		Decide	<Advise				<ul style="list-style-type: none"> Chief Executive to lead, advise and co-ordinate input from Finance Director and other trust level staff 	<ul style="list-style-type: none"> To include template risk register and frequency of review
19.	Review and complete Trust risk register		Responsible	<Advise				<ul style="list-style-type: none"> Chief Executive to lead, advise and co-ordinate input from Finance Director and trust level staff 	<ul style="list-style-type: none"> Using agreed risk register template To reflect major school specific risks as appropriate
20.	Review and complete academy level risk register			Responsible	Responsible	<Advise		<ul style="list-style-type: none"> Headteacher to lead, advise and co-ordinate input from senior Academy staff 	<ul style="list-style-type: none"> Using agreed risk register template To inform Trust risk register review

Delegation Matrix – STAR MAT - [Name of school]

	DECISION	MEMBERS	BOARD OF TRUSTEES	CHIEF EXECUTIVE	LGB	ACADEMY HEADTEACHER	D PARTY	ADVICE	COMMENTS
C. Staffing									
C1 Staffing structures									
1.	Determining staffing complement – Trust level (including organisational restructuring)		Decide	<Advise>				<ul style="list-style-type: none"> Chief Executive, HR and Finance Director to advise Trust Board's Resources Committee to support Board 	<ul style="list-style-type: none"> This relates to determining the Trust level staff structure. Please see below in relation to appointment to those positions.
2.	Determining staffing complement – Academy level (including organisational restructuring)		<Approve> (restructuring)	<Advise>	Decide	<Advise>		<ul style="list-style-type: none"> Chief Executive to lead and advise with academy level input HR and Finance advice Trust Board's Resources (and Education) Committee to support Board 	<ul style="list-style-type: none"> This relates to determining the Academy level staff structure. Please see below in relation to appointment to those positions.
3.	Setting terms and conditions of employment, Trust wide HR policies and procedures and staff handbook		Decide	<Advise>				<ul style="list-style-type: none"> Chief Executive & HR Director to lead and advise Trust Board's Resources and Education Committees to support Board 	<ul style="list-style-type: none"> Need to ensure local differences and TUPE considerations taken into account Policies to include e.g. recruitment, probation and induction, pay, appraisal, conduct and disciplinary, grievance, capability, absence management, professional development, equality, expenses Chief Executive to report to Trustees on any material concerns about operation of policies and procedures YDBE guidance to be considered in relation to ability to ask for Christian commitment /ability and fitness to preserve and develop the religious character of the academy in the appointment of certain members of staff.
4.	Carry out and maintain central record of recruitment and vetting checks on staff		Scrutinise (Safeguarding Trustee)	Responsible – Trust level staff Oversee – Academy staff	Scrutinise ACADEMY LEVEL (Safeguarding LGB member)	Responsible – Academy staff		<ul style="list-style-type: none"> Chief Executive responsible for Trust wide staff, Headteacher responsible for Academy staff (HR Director to advise) 	

Delegation Matrix – STAR MAT - [Name of school]

	DECISION	MEMBERS	BOARD OF TRUSTEES	CHIEF EXECUTIVE	LGB	ACADEMY HEADTEACHER	D PARTY	ADVICE	COMMENTS
5.	Maintain register of staff interests		Receive	Responsible – Trust wide staff	Receive	Responsible – Academy staff		and manage) • HR Director to advise and manage	• Interests should be brought to the attention of decision makers as appropriate.
C2 Trust level appointments									
6.	Appointment and dismissal of Chief Executive		Decide				See advice/ comments	• HR Adviser to support and advise	<ul style="list-style-type: none"> • Must be in accordance with Trust approved HR policies • Article 107 provides detail relating to the appointment of the Chief Executive • YDBE should be contacted when it is clear a recruitment process is required for a Chief Executive, for advice on YDBE's involvement in the process.
7.	Performance Management and pay review of Chief Executive		Decide, Responsible				See advice/ comments	<ul style="list-style-type: none"> • HR Adviser to support and advise • Independent advisor should support appraisal process 	<ul style="list-style-type: none"> • Must be in accordance with Trust approved HR policies • Panel of 3 Trustees (including the Chair) should be selected by the Board to carry out the performance management. • Panel to include the DYET appointed Director/Trustee.
8.	Appointment and dismissal of Head of School Effectiveness/ Standards		Decide	Recommend				• HR Adviser to support and advise	<ul style="list-style-type: none"> • Must be in accordance with Trust approved HR policies • Line managed by CX
9.	Appointment and dismissal of Finance Director		Decide	<Advise				• HR Adviser to support and advise	<ul style="list-style-type: none"> • Must be in accordance with Trust approved HR policies • Line managed by CX • To act as chief financial officer for delivery of Trust's detailed accounting requirements • This individual should attend board meetings (and committee meetings as appropriate)
10.	Appointment and dismissal of HR Director		Decide	<Advise				• HR Advice	<ul style="list-style-type: none"> • Must be in accordance with Trust approved HR policies • Line managed by CX
11.	Appoint and dismiss Governance Officer		Responsible	<Advise				• HR Adviser to support and advise	<ul style="list-style-type: none"> • Must be in accordance with Trust approved HR policies • May be an additional responsibility for an existing member of staff e.g. likely to also be Company Secretary (see above) and person with responsibility for overseeing admissions. Potentially also the clerk for LGBs.
12.	Other trust wide appointments and dismissals		Responsible	Advise					

Delegation Matrix – STAR MAT - [Name of school]

	DECISION	MEMBERS	BOARD OF TRUSTEES	CHIEF EXECUTIVE	LGB	ACADEMY HEADTEACHER	D PARTY	ADVICE	COMMENTS
13.	Performance management and pay review of trust wide appointments		Responsible	Advise					
14.	Disciplinary proceedings against trust wide appointments, including suspension and appeals		Responsible	Advise					

Delegation Matrix – STAR MAT - [Name of school]

	DECISION	MEMBERS	BOARD OF TRUSTEES	CHIEF EXECUTIVE	LGB	ACADEMY HEADTEACHER	D PARTY	ADVICE	COMMENTS
C3 Academy level appointments									
15.	Appointment/dismissal of Headteacher		Decide	<Advise	Recommend			See advice/comments • HR Adviser to support and advise	<ul style="list-style-type: none"> • Must be in accordance with Trust approved HR policies • Chief Executive and LGB panel to interview and recommend. Trustees may send one of their member to sit on panel if required. At least one Foundation Local Governor to be on panel. • Line managed by Chief Executive. • Article 107 provides detail relating to the appointment of Headteachers • YDBE should be contacted when it is clear a recruitment process is required for a Headteacher, for advice and to arrange YDBE's involvement in the process.
16.	Performance management and pay of Headteacher			Decide	Decide			<ul style="list-style-type: none"> • HR Adviser to support and advise • Independent advisor should support appraisal process 	<ul style="list-style-type: none"> • Must be in accordance with Trust approved HR policies • Chief Executive to performance manage. Advisory role for LGB including key role for Foundation Local Governor.
17.	Appointment/dismissal of other Senior Leadership Team positions				Decide (unless delegated)	Decide (where delegated)		<ul style="list-style-type: none"> • HR Adviser to support and advise 	<ul style="list-style-type: none"> • Must be in accordance with Trust approved HR policies • LGB panel plus Headteacher to interview and decide unless LGB delegate particular appointment to Headteacher. • Line managed by Headteacher
18.	Hear appeals against dismissal of Headteacher or Deputy Headteacher	Responsible			Responsible				
19.	Appointment of special needs co-ordinator (SENCO)				Decide (unless delegated)	Decide (where delegated)		<ul style="list-style-type: none"> • HR Adviser to support and advise 	<ul style="list-style-type: none"> • LGB panel plus Headteacher to interview and decide unless LGB delegate particular appointment to Headteacher • Any allocated SEND local governor to be involved as appropriate • Line managed by Headteacher
20.	Appointment of educational visits co-ordinator				Decide (unless delegated)	Decide (where delegated)		<ul style="list-style-type: none"> • HR Adviser to support and advise 	<ul style="list-style-type: none"> • Must be in accordance with Trust approved HR policies • LGB panel plus Headteacher to interview and decide unless LGB delegate particular appointment to Headteacher or other • Line managed by Headteacher
21.	Appointment				Decide	Decide		<ul style="list-style-type: none"> • HR Adviser to 	<ul style="list-style-type: none"> • Must be in accordance with Trust approved HR policies

Delegation Matrix – STAR MAT - [Name of school]

	DECISION	MEMBERS	BOARD OF TRUSTEES	CHIEF EXECUTIVE	LGB	ACADEMY HEADTEACHER	D PARTY	ADVICE	COMMENTS
	safeguarding /child protection officer (designated senior person) and a deputy				(unless delegated)	(where delegated)		support and advise	<ul style="list-style-type: none"> LGB panel plus Headteacher to interview and decide unless LGB delegate particular appointment to Headteacher Line managed by Headteacher
22.	Appointment of academy finance/business manager or equivalent				Decide	Decide		<ul style="list-style-type: none"> HR Adviser to support and advise 	<ul style="list-style-type: none"> Must be in accordance with Trust approved HR policies Panel to include: <ul style="list-style-type: none"> Headteacher Trust's Finance Director Chair of Local Governors/Chair of Resources Committee Line managed by [Headteacher][Trust Finance Director]
23.	Appointment and dismissal of Academy Data Protection Officer and Freedom of Information Officer		Review	Advise	Decide	Decide			
24.	Appointment other Academy staff positions				Decide (unless delegated)	Decide (where delegated)		<ul style="list-style-type: none"> HR Adviser to support and advise Where decisions not delegated to Headteacher, Headteacher will be asked to advise 	<ul style="list-style-type: none"> Must be in accordance with Trust approved HR policies Appointment decisions may be delegated to the Headteacher (or further delegated where reflected in agreed policy) Line managed by Headteacher or other SLT member
25.	Establish Appraisal Performance Management Policy with pay reviews		Approve	Advise		Advise		<ul style="list-style-type: none"> HR Adviser to support and advise 	
26.	Implement performance management and pay review of Academy level appointments (other than Headteacher)				Decide	Decide		<ul style="list-style-type: none"> HR Adviser to support and advise 	<ul style="list-style-type: none"> Must be in accordance with Trust approved HR policies Line manager Where Headteacher is not line manager, the Headteacher may be involved in process (as appropriate)
27.	Disciplinary action of academy staff including suspension and appeals			Advise	Responsible	Advise			

Delegation Matrix – STAR MAT - [Name of school]

	DECISION	MEMBERS	BOARD OF TRUSTEES	CHIEF EXECUTIVE	LGB	ACADEMY HEADTEACHER	D PARTY	ADVICE	COMMENTS
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Delegation Matrix – STAR MAT - [Name of school]

	DECISION	MEMBERS	BOARD OF TRUSTEES	CHIEF EXECUTIVE	LGB	ACADEMY HEADTEACHER	D PARTY	ADVICE	COMMENTS
D. Pupil/Student matters									
D1 Education provision									
1.	Standards of teaching, including appropriate levels of support, challenge and intervention to deliver educational outcomes		Responsible (Trust wide)	Responsible (Trust wide) <Advise	Responsible (Academy level) Advise	Responsible (Academy level) <Advise		<ul style="list-style-type: none"> Advice and support from School Effectiveness Adviser as required Analysis of standards information to be provided by Headteacher to LGB and Chief Executive to enable appropriate scrutiny 	<ul style="list-style-type: none"> Headteacher responsible for observing and evaluating performance at Academy level and securing improvement, under oversight of Chief Executive. Trustees & Members to receive agreed level of reporting (see section A above). Key role for Trust Education Committee.
2.	Pupil progress and attainment, including targets for achievement		Responsible	Responsible <Advise	Responsible Advise	Responsible <Advise		<ul style="list-style-type: none"> Advice and support from School Effectiveness Adviser as required Analysis of progress and attainment to be provided by Headteacher to LGB and Chief Executive to enable appropriate local scrutiny 	<ul style="list-style-type: none"> Headteacher responsible for progress and attainment and securing improvement at Academy level, under oversight of Chief Executive. Trustees & Members to receive agreed level of reporting (see section A above) e.g. progress of vulnerable groups Key role for Trust Education Committee.
3.	Setting curriculum policy		Responsible	Approve	Recommend	<Advise		<ul style="list-style-type: none"> Advice and support from School Effectiveness Adviser as required 	<ul style="list-style-type: none"> Curriculum must be balanced and broadly based and comply with the terms of any curriculum policy/requirements determined by the Board
4.	Curriculum provision			Responsible	Responsible	Responsible			<ul style="list-style-type: none"> Headteacher to implement in line with policy, overseen by Chief Executive
5.	Setting RE policy		Approve	Responsible	Approve (Academy level)	Recommend	See advice/ comments	<ul style="list-style-type: none"> The YDBE provides advice regarding policy and syllabus Church School Development Group 	<ul style="list-style-type: none"> Must comply with the terms of any curriculum policy/requirements determined by the Board. Must ensure academy is meeting the relevant statutory requirements for RE and satisfying the requirements of the National Church of England Board of Education

Delegation Matrix – STAR MAT - [Name of school]

	DECISION	MEMBERS	BOARD OF TRUSTEES	CHIEF EXECUTIVE	LGB	ACADEMY HEADTEACHER	D PARTY	ADVICE	COMMENTS
								to advise and support	Statement of Entitlement.
6.	RE provision			Responsible	Responsible	Responsible <Advise	See advice/comments	<ul style="list-style-type: none"> The YDBE provides advice regarding provision Church School Development Group to advise and support 	<ul style="list-style-type: none"> Key involvement for Foundation local governors Headteacher to implement agreed policy, overseen by Chief Executive Key involvement for Foundation local governors in monitoring
7.	Examinations				Responsible	Responsible			<ul style="list-style-type: none"> Headteacher to ensure appropriate arrangements put in place for examinations, including the appropriate provision of syllabuses for pupils of compulsory school age
8.	Determining Collective Worship policy		Approve	Responsible	Approve (Academy level)	Recommend	See advice/comments	<ul style="list-style-type: none"> The YDBE provides advice regarding policy Church School Development Group to advise and support 	<ul style="list-style-type: none"> Must be in accordance with any provision of the trust deed and/or tenets and practices of the Church of England Key involvement for Foundation local governors
9.	Collective Worship provision		Approve		Responsible	<Advise & Responsible	See advice/comments	<ul style="list-style-type: none"> The YDBE provides advice regarding provision Church School Development Group to advise and support 	<ul style="list-style-type: none"> Headteacher to implement agreed policy Key involvement for Foundation local governors in monitoring
10.	Determining SMSC policy			Responsible	Approve	Recommend	See advice/comments	<ul style="list-style-type: none"> The YDBE provides advice regarding policy Church School Development Group to advise and support 	<ul style="list-style-type: none"> Key involvement for Foundation local governors
11.	SMSC provision			Responsible	Responsible	Responsible <Advise	See advice/comments	<ul style="list-style-type: none"> YDBE provides advice regarding provision Church School Development Group 	<ul style="list-style-type: none"> Headteacher to implement agreed policy Key involvement for Foundation local governors

Delegation Matrix – STAR MAT - [Name of school]

	DECISION	MEMBERS	BOARD OF TRUSTEES	CHIEF EXECUTIVE	LGB	ACADEMY HEADTEACHER	D PARTY	ADVICE	COMMENTS
								to advise and support	
12.	Determining sex education policy			Advise	Responsible	Recommend			
13.	Sex education provision				Responsible	Responsible < Advise			<ul style="list-style-type: none"> Headteacher to implement agreed policy
14.	Determining off site visits policy		Approve	Recommend	Responsible	Responsible			<ul style="list-style-type: none"> Headteacher to implement agreed policy at Academy level, overseen by Chief Executive Should dovetail with health and safety policy Policy should require that potentially hazardous activities are referred to the Board for approval Chief Executive to report to Trustees on any material concerns about operation of policy
15.	Careers advice provision				Responsible	Responsible			
16.	Community and after school provision (extended schools)			Responsible	Responsible	Responsible		<ul style="list-style-type: none"> See section G below in relation to use of school premises 	
17.	Review and challenge value for money in the use of the Pupil Premium		Review	Responsible	Responsible				
D2 Behaviour, attendance and welfare									
18.	Determining behaviour and discipline policy (including exclusions)		Approve	Responsible	Approve (Academy level)	Responsible		<ul style="list-style-type: none"> Church School Development Group to advise and support 	<ul style="list-style-type: none"> Headteacher to implement, overseen by Chief Executive Chief Executive to report to Trustees on any material concerns about operation of policy
19.	Home school agreements (if required)		Direct as necessary		Approve	Recommend			<ul style="list-style-type: none"> Headteacher responsible for co-ordinating and managing
20.	Exclusions – decision to exclude for one or more fixed terms, or permanently		Review		Review	Responsible			<ul style="list-style-type: none"> May be for one or more fixed periods (up to a maximum of 45 school days in a single academic year), or permanently. The Headteacher may withdraw an exclusion that has not been reviewed by the LGB.

Delegation Matrix – STAR MAT - [Name of school]

	DECISION	MEMBERS	BOARD OF TRUSTEES	CHIEF EXECUTIVE	LGB	ACADEMY HEADTEACHER	D PARTY	ADVICE	COMMENTS
21.	Notifications of exclusions			Receive	Receive	Responsible			<ul style="list-style-type: none"> Headteacher to notify LGB and others in accordance with Exclusions Code Depending on exclusion, this will be either without delay or once a term. Notifications must include the reasons and duration
22.	Exclusions – to review overall pattern and use of exclusions		Review	Responsible	Responsible	<Advise			<ul style="list-style-type: none"> Trustees to receive agreed level of reporting (see Section A above)
23.	Exclusions – arrange alternative provision				Responsible	Responsible			<ul style="list-style-type: none"> Arrange alternative provision in accordance with Exclusions Code
24.	Exclusions – to review exclusion decisions and consider reinstatement in applicable cases		Review	Advise	Responsible				<ul style="list-style-type: none"> Can be delegated to sub-committee of at least 3 LGB members Can be delegated to Chair of LGB where permitted by Exclusions Code
25.	Exclusions - To establish independent appeals panel		Responsible	<Advise				<ul style="list-style-type: none"> Advice and support from Governance Officer 	<ul style="list-style-type: none"> Must be in line with exclusions statutory guidance
26.	Establish attendance policies and procedures, including authorisation of absence		Approve	Responsible (Trust level)	Approve (Academy level)	Responsible			
27.	Pupil attendance		Review	Responsible	Responsible	Responsible			<ul style="list-style-type: none"> Trustees to receive agreed level of reporting (see Section A above) including attendance targets
28.	Safeguarding and child protection policy		Approve	Recommend	Responsible ACADEMY LEVEL	Responsible			<ul style="list-style-type: none"> Headteacher to implement at academy level, overseen by Chief Executive Chief Executive to report to Trustees on any material concerns about operation of policy

Delegation Matrix – STAR MAT - [Name of school]

	DECISION	MEMBERS	BOARD OF TRUSTEES	CHIEF EXECUTIVE	LGB	ACADEMY HEADTEACHER	D PARTY	ADVICE	COMMENTS
D3 School meals									
29.	Provision of school meals		Review	Responsible	Responsible	Responsible			<ul style="list-style-type: none"> Must include provision of free school meals to those eligible Must be in accordance with nutritional standards
30.	Ensure school meals meet nutritional standards		Approve	Advise	Responsible	Advise			<ul style="list-style-type: none">
D4 Admissions									
31.	Determining admissions policy		Approve	<Advise	Recommend	<Advise	See advice/ comments	<ul style="list-style-type: none"> Church School Development Group to advise and support 	<ul style="list-style-type: none"> YDBE guidance and advice should be sought for former CE VA and Foundation schools Key involvement for Foundation local governors
32.	Admissions application decisions				Responsible	<Advise			<ul style="list-style-type: none"> Headteacher responsible for co-ordinating and managing process Must be in accordance with published admission arrangements The whole LGB must make the decision as to who will be offered places
33.	Arrangement of independent appeals panel		Responsible	<Advise				<ul style="list-style-type: none"> Advice and support from Governance Officer 	<ul style="list-style-type: none"> Must be an independent panel established in accordance with the Admissions Appeals Code
34.	Appeals against LA directions to admit pupils				Responsible	<Advise			

Delegation Matrix – STAR MAT - [Name of school]

	DECISION	MEMBERS	BOARD OF TRUSTEES	CHIEF EXECUTIVE	LGB	ACADEMY HEADTEACHER	D PARTY	ADVICE	COMMENTS
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E. Accessibility										
1.	Accessibility plan				Responsible	Recommend				<ul style="list-style-type: none"> Plan for increasing accessibility to disabled pupils (curriculum, physical environment, information)
2.	Equality information and objectives statement and equality objectives		Approve	Recommend	Advise	<Advise		<ul style="list-style-type: none"> Chief Executive to co-ordinate process with input from Headteacher and others as required 	<ul style="list-style-type: none"> Requirement to draw up and publish equality objectives every four years and annually publish information demonstrating how meeting the aims of the general public sector equality duty. 	
3.	Determine SEND and inclusion policies		Approve	Advise	Recommend	<Advise Responsible		<ul style="list-style-type: none"> Advice from SENCO 	<ul style="list-style-type: none"> To include social disadvantage, equality, disability discrimination, looked after children, pupil premiums Trustees may provide templates for tailoring at local level There should be a member of the LGB with specific oversight of the school's arrangements for SEN and disability Headteacher to implement at Academy level (overseen by Chief Executive) Chief Executive to report to Trustees on any material concerns about operation of policy 	
4.	Reviewing and challenging effectiveness of SEND and inclusion policies and decisions		Responsible (Trust wide)	<Advise	Responsible (Academy level), Advise	<Advise				
5.	SEN information report		Approve	<Advise	Recommend	<Advise		-	<ul style="list-style-type: none"> The SEN Information Report should be updated annually and any changes to the information occurring during the year should be updated as soon as possible Contains details about the implementation of the SEN policy Trust Board may provide templates to enable co-ordinated reporting 	

Delegation Matrix – STAR MAT - [Name of school]

	DECISION	MEMBERS	BOARD OF TRUSTEES	CHIEF EXECUTIVE	LGB	ACADEMY HEADTEACHER	D PARTY	ADVICE	COMMENTS
F. Finance and procurement									
1.	Appoint/remove auditors	Decide	Recommend					<ul style="list-style-type: none"> Finance Director to advise and manage process 	<ul style="list-style-type: none"> Key role for Resources Committee
2.	Appoint responsible officer/internal auditor/agreement of additional assurance support from auditors or other third party		Decide					<ul style="list-style-type: none"> Finance Director to advise and manage process 	<ul style="list-style-type: none"> Key role for Resources Committee
3.	Respond to auditors' report/advice		Oversee (Trust level) Responsible (Board recommendations)	Responsible (Trust level) <Advise	Responsible (Academy level matters)	Responsible (Academy level matters) <Advise		<ul style="list-style-type: none"> Finance Director to support, with assistance from Academy Finance Manager at Academy level 	<ul style="list-style-type: none"> Key role for Resources Committee
4.	Annual Report and Accounts (including capital projects)	Receive, scrutinise	Approve	<Advise, Approve			See advice/ comments	<ul style="list-style-type: none"> Trust Finance Director to co-ordinate draft, with input from Chief Executive and Governance Officer Auditors to review and sign off Trustees and Accountable Officer must approve relevant sections 	<ul style="list-style-type: none"> Key role for Resources Committee The Members should receive and scrutinise the accounts at their AGM The document should be filed with Companies House and the DfE and uploaded onto the Trust's website
5.	Establish financial policies, procedures, regulations and internal financial controls including spending levels and limits		Approve	Recommend <Advise				<ul style="list-style-type: none"> Finance Director to support and advise 	<ul style="list-style-type: none"> Including financial delegations, investment policy, procurement policy, borrowing, charging and remissions policy, reserves policy etc and reflect who can sign off on financial reporting etc. Key role for Resources Committee Headteachers to implement at Academy level, overseen by Chief Executive Chief Executive to report to Trustees on any material

Delegation Matrix – STAR MAT - [Name of school]

	DECISION	MEMBERS	BOARD OF TRUSTEES	CHIEF EXECUTIVE	LGB	ACADEMY HEADTEACHER	D PARTY	ADVICE	COMMENTS
									concerns about operation of policy
6.	Agree a funding model for Trust (including academies)		Approve	Recommend	Advise	<Advise		<ul style="list-style-type: none"> Finance Director to support and advise 	<ul style="list-style-type: none"> K Key role for Resources Committee
7.	Set Trust budget		Approve	Recommend <Advise				<ul style="list-style-type: none"> Finance Director to support and advise 	<ul style="list-style-type: none"> Key role for Resources Committee
8.	Monitor trust wide expenditure		Responsible	<Advise				<ul style="list-style-type: none"> Finance Director to support and advise 	<ul style="list-style-type: none"> Key role for Resources Committee
9.	Set individual academy budget		Approve	<Advise	Recommend	<Advise		<ul style="list-style-type: none"> Finance Director to support and advise LGB to make recommendations with support and advice from Local Finance Manager 	<ul style="list-style-type: none"> Must be in line with overall Trust budget Key role for Trust Resources Committee
10.	Monitor academy expenditure			Responsible	Responsible	<Advise		<ul style="list-style-type: none"> Local Finance Manager to support and advise 	<ul style="list-style-type: none"> Expenditure must be in line with agreed budget Regular reporting to take place to Finance Director to inform Trust wide monitoring
11.	Determine central services provision, establish own central operations and/or procure from third parties		Approve	Recommend	Advise	<Advise		<ul style="list-style-type: none"> Finance Director to support and advise 	<ul style="list-style-type: none"> Key role for Resources Committee
12.	Opening bank account		Approve					<ul style="list-style-type: none"> Finance Director to support and advise 	<ul style="list-style-type: none"> All bank accounts must be in the name of the Trust and operated in accordance with the Financial regulations
13.	Incur expenditure, enter into contracts and make payments in accordance with academy specific policies and budget				Responsible	Approve		<ul style="list-style-type: none"> Reference to agreed financial policies 	<ul style="list-style-type: none">
14.	Asset register		Responsible	Responsible – TRUST WIDE		Responsible – ACADEMY LEVEL		<ul style="list-style-type: none"> Finance Director to support and advise 	
15.	Agree the		Approve	Advise				<ul style="list-style-type: none"> 	

Delegation Matrix – STAR MAT - [Name of school]

	DECISION	MEMBERS	BOARD OF TRUSTEES	CHIEF EXECUTIVE	LGB	ACADEMY HEADTEACHER	D PARTY	ADVICE	COMMENTS
	investment policy in line with Academies Financial Handbook and internal policies and controls								
16.	Determine how to use any voluntary funds (non grants) raised by the academy				Responsible	Approve		•	
17.	Management of surplus or deficit balances and reinvest funds		Approve	Advise				• Finance director to advise	

Delegation Matrix – STAR MAT - [Name of school]

	DECISION	MEMBERS	BOARD OF TRUSTEES	CHIEF EXECUTIVE	LGB	ACADEMY HEADTEACHER	D PARTY	ADVICE	COMMENTS
G. Health and safety, insurance and premises and extended schools									
1.	Approval of Health and safety policy and arrangements		Approve, Oversee	Responsible	Responsible	Responsible		<ul style="list-style-type: none"> Chief Executive to present draft policy for consideration 	<ul style="list-style-type: none"> Chief Executive responsible for ensuring appropriate health and safety procedures are in place in line with approved policy and are operating effectively Headteachers to implement policy at Academy level and oversee operation of procedures (overseen by Chief Executive and advising Chief Executive in relation to significant issues). Policy to include appropriate reporting mechanisms at Member, Director/Trustee and LGB level.
2.	Obtaining insurance for land and trust & academy operations		Decide	Recommend <Advise		<Advise		<ul style="list-style-type: none"> Finance Director to advise and support and liaise with broker 	<ul style="list-style-type: none"> To include Director & Officer cover, buildings and contents, business continuity, employers' and public liability insurance, motor vehicle cover etc as required Must include insurance required to comply with Church Supplemental Agreement (or otherwise as agreed in any RPA side letter applicable to the Academy. Chief Executive to ensure details of insurance policy requirements appropriately disseminated
3.	Agree site strategy and development master plan		Decide	<Advise	Advise	<Advise	See advice/ comments	<ul style="list-style-type: none"> Finance Director to advise and support 	<ul style="list-style-type: none"> YDBE advice should be obtained.
4.	Maintenance of premises and appropriate reporting				Responsible	Responsible	See advice/ comments		<ul style="list-style-type: none"> The site and buildings must be kept in the condition required by the Church Supplemental Agreement
5.	Maintain academy Premises management documents (e.g. asbestos, fire safety, statutory testing)		Responsible	Advise	Responsible	Responsible			<ul style="list-style-type: none"> Headteacher to ensure appropriate documents in place (overseen by the Chief Executive). Chief Executive to report any material concerns to Trust Board and LGB
6.	Approving Capital projects/building work proposals		Decide	<Advise	Advise	<Advise	See advice/ comments	<ul style="list-style-type: none"> Finance Director to advise and support 	<ul style="list-style-type: none"> YDBE advice and any necessary site trustee consents should be obtained in relation to land and/or buildings prior to work beginning LA lease should be checked prior to any works on LA land and any necessary consents obtained All necessary DfE approvals should be obtained
7.	Managing the implementation of	Approve	Responsible	Responsible	Responsible	Responsible		<ul style="list-style-type: none"> Finance Director/Local 	<ul style="list-style-type: none"> All necessary DfE processes should be followed

Delegation Matrix – STAR MAT - [Name of school]

	DECISION	MEMBERS	BOARD OF TRUSTEES	CHIEF EXECUTIVE	LGB	ACADEMY HEADTEACHER	D PARTY	ADVICE	COMMENTS
	Academy capital projects/building works/maintenance							Finance manager to advise and support	
8.	Site security		Determine	Responsible	Responsible (Academy level)	Responsible (Academy level)			<ul style="list-style-type: none"> Chief Executive to oversee overarching arrangements across Trust
9.	Acquiring and disposing of land (including leases, licences and easements)	Approve	Decide	<Advise	Recommend (Academy specific)	<Advise	See advice/comments	<ul style="list-style-type: none"> Finance Director to advise and support 	<ul style="list-style-type: none"> LA lease should be checked prior to making any disposal of LA land All necessary DfE approvals should be obtained Only the Site Trustees can dispose of or encumber their land - YDBE advice should be obtained.
10.	Determining permissible external and community use policy (letting/licencing/shared use arrangements)		Decide	Recommend			See advice/comments	<ul style="list-style-type: none"> Finance Director to advise and support 	<ul style="list-style-type: none"> Policy should reflect requirement to obtain any necessary DfE/LA/site trustee consents The use should not be at odds with ethos/aims of Church of England. Policy should reflect what happens to any revenue generated from such use.
11.	Managing external and community use			Responsible	Responsible	Responsible		<ul style="list-style-type: none"> Local finance manager to advise and support 	<ul style="list-style-type: none"> Must be in accordance with agreed policy

Delegation Matrix – STAR MAT - [Name of school]

	DECISION	MEMBERS	BOARD OF TRUSTEES	CHIEF EXECUTIVE	LGB	ACADEMY HEADTEACHER	D PARTY	ADVICE	COMMENTS
H. Communications, information and complaints									
H1 External communications									
1.	Trust prospectus	Review	Approve	Responsible					
2.	School prospectus		Approve	Responsible	Approve	Responsible			<ul style="list-style-type: none"> Chief Executive to ensure prospectus in line with Trust requirements (templates may be provided)
3.	Trust website	Review	Approve	Responsible					<ul style="list-style-type: none"> Chief Executive to ensure legally compliant and that it dovetails appropriately with Academy websites
4.	Academy website			Responsible	Responsible	Responsible			<ul style="list-style-type: none"> Headteacher to ensure legally compliant, overseen by Chief Executive Chief Executive to ensure dovetails appropriately with Trust website
5.	Freedom of Information policy and publication scheme		Approve	Responsible					
6.	Approving press statements		Approve	Approve		Responsible (Academy matters)			<ul style="list-style-type: none"> All press statements to be approved by Chief Executive. Press statements that are of a controversial nature should be referred to the Board for their approval (or the Chair where a statement is time critical)
7.	Consider matters relating to the role of the school in the community including public relations		Responsible	Responsible		Responsible (Academy level)			<ul style="list-style-type: none">
8.	Plan and co-ordinate strategies by which the Trust can demonstrate accountability and consult parents and the community		Approve	Responsible		Responsible (Academy level)			<ul style="list-style-type: none">
9.	Appoint Freedom of Information officer			Responsible					<ul style="list-style-type: none">
10.	Oversee compliance with Freedom of Information requests		Responsible	Responsible		Responsible (Academy level)			<ul style="list-style-type: none"> Ensure compliance with GDPR, working alongside contracted data officers

Delegation Matrix – STAR MAT - [Name of school]

	DECISION	MEMBERS	BOARD OF TRUSTEES	CHIEF EXECUTIVE	LGB	ACADEMY HEADTEACHER	D PARTY	ADVICE	COMMENTS
H2 Complaints									
11.	Determining complaints policy and procedure statement		Approve	Responsible		Responsible (Academy level)			<ul style="list-style-type: none"> Policy to provide for local management of complaints, with escalation to Trust Board where necessary. Policy to include appropriate reporting at Director/Trustee and LGB level.
12.	Implementation of complaints policy and procedures			Responsible Oversee (Trust wide)	Responsible (Academy level)	Responsible (Academy level)			<ul style="list-style-type: none"> Chief Executive to implement in relation to trust wide complaints, Headteacher to implement in relation to Academy complaints, overseen by Chief Executive Chief Executive to report to Trustees on any material concerns about operation of policy
H3 Information management									
13.	Data protection and document management policy		Approve	Responsible	Responsible			<ul style="list-style-type: none"> Chief Executive to advise 	<ul style="list-style-type: none"> Policy to include appropriate reporting at Director/Trustee and LGB level.
14.	Implementation of data protection policy and procedures		Responsible	Responsible	Responsible (Academy level)	Responsible (Academy level)			<ul style="list-style-type: none"> Headteacher to notify LGB and Chief Executive of any material concerns/breaches to Chief Executive. Chief Executive to report any material concerns/breaches to Trust Board
15.	Pupil records (including attendance register)			Responsible	Responsible	Responsible			