

## Appendix A



### Scheme of Delegation Matrix

✓ - Action to be undertaken at this level A - Provide advice and support to those accountable for decision making; </> indicate the flow of advice O – Provide oversight	Members	Trustee board	LGB	CEO	Head Teacher
<b>1. Organisation/Governance/Compliance</b>					
1.1i In accordance with the articles, to appoint and remove: <ul style="list-style-type: none"> <li>- Members</li> <li>- Trustees (including co-opted Trustees)</li> <li>- Local governors (LGB), including co-opted governors to the LGB, Chair or Vice Chair of LGB (*Trustee board to have the authority to remove the Chair in under-performing schools)</li> <li>- Elect/Appoint the Chair and Vice-Chair of a Committee of the Trustee Board</li> <li>- Governance Professional</li> </ul>	✓-O ✓-O	✓ ✓  ✓ ✓	✓		
1.1ii Request removal of Governors in accordance with WLT procedures			✓		
1.1iii Request addition or removal of co-opted/associate governors to the LGB			✓		
1.2i Review and agree annually scheme of delegation for Trust and governance structure including the constitution of any committees of the Trustee board and receive reports from each committee		✓			
1.2ii Establish an independent Audit and Risk committee to achieve internal scrutiny to cover both financial and non-financial controls which meets at least 3 times per year.		✓			
1.3i Approve any amendments required to the Funding Agreement or Articles of Association.	✓				
1.3ii Identify and propose any amendments required to the Funding agreement or Articles of Association		✓			
1.4 Annually review and agree terms of reference; undertake regular skills audits and self-review - <ul style="list-style-type: none"> <li>- Members</li> <li>- Trustees' Board and any committees of the Trust Board</li> <li>- LGBs</li> </ul>	✓	✓ ✓	<A ✓		

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1.5 Maintain and publish register of all interests (pecuniary and loyalty) - - Members - Trustees Board - LGBs	✓	✓	✓		
1.6 Determine Trust growth strategy; agree applications for schools to join the Trust and review due diligence	O	✓		<A	
1.7 Agree the scope and terms of collaboration/support between schools within the Trust and with schools that are not part of the Trust		O		✓	✓
1.8 Ensure that schools meet the required number of sessions 380 in a school year and 32.5 hours per school week		✓	✓		
1.9i Set the dates of school terms and holidays 1.19ii Set the times of school sessions 1.19iii Recommend any changes to school hours, terms and holidays for Board approval 1.19iv Review school uniform policy		O	✓ ✓ <A✓ ✓		
1.10 Approve and publish a Freedom of Information policy		✓			
1.11 Ensure schools meet all requirements in respect of information required to be published online, including in respect of governance - Trust - Schools		✓ O	✓	<A	<A
1.12i Ensure that meetings are held – - The Members as least once a year and additionally as required - the Trustee Board at least 3 times a year and additionally as required - the Audit Committee at least 3 times a year and additionally as required - LGBs at least 3 times a year and additionally as required	✓	✓ ✓	✓		
1.12ii Set up and appoint Trustees/governors for committees as appropriate		✓			

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1.12iii Set up a structure of Trustee/governor link responsibilities		✓	✓		
1.12iv Maintain minutes of, and papers considered at, meetings of the Board/governing body/committees		✓	✓		
1.12v Determine Trust Board/Committee/LGB meeting frequency and agendas		✓	✓		
1.12vi Report termly to Trust Board			✓		
1.12vii Liaise with Trustees/Governors agreeing agendas with Chairs and arrange all Trust meetings				✓	✓
1.12viii Effectively listen to the views of pupils, staff and parents/carers		O	✓		
1.12ix Monitor effectiveness of Community/Stakeholder engagement			✓		
1.12x Receive termly reports from the Headteacher			✓		
1.13 Review and approve a governors' expenses policy		✓			
1.14i Approve Admission Policies for each academy based on recommendations from the LGBs		✓	<A		
1.14ii Establish an Admissions Policy to recommend to the Trust Board			✓		
1.14iii Review PAN for MAT schools and approve change of PAN		✓	✓<A		
1.14iv Request specific admissions issues are discussed and addressed at LGB level		✓			
1.14 v Monitor the Admissions Policy and practice including the numbers on the school roll, pupil number projections and IYFAP		O	✓<A		
1.14 vi Carry out any admissions consultations as required by Schools Admissions Code			✓		
1.14 vii Oversee determination of school places with local authority			O		✓<A

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1.15i Arrange independent appeal panel to consider appeals against admissions decisions					✓
1.15ii Set up a panel to review medical and social applications			✓		
1.16i Review permanent and fixed term exclusions as per current guidance			✓		
1.16ii Determine if a permanently excluded pupil should be reinstated			✓		
1.16iii Set up and appoint governors for pupil discipline panels, including final warning meetings			✓		
1.17 Agree an annual written scheme of delegation for governance functions: financial powers, governance and legal direction with robust internal control arrangements.	O	✓			
1.18 Decide the extent of any additional services offered by the school including extended services with due regard to the overall aims of the Trust and its charitable status			✓		
1.19 Hold an Annual AGM and call general meetings where required	✓				
1.20 Approve adoption of WLT Business and Strategic Plan		✓			
1.21i Identify and approve the statutory policies which apply across all the Trust's schools		✓			
1.21ii Review and approve the statutory school policies related to LGB responsibilities within the Scheme of Delegation			✓		
1.21iii Maintain and monitor a Trust risk register and ensure appropriate risk management strategies, including contingency planning and business continuity plans		✓			
1.22 Hold CEO to account for the educational performance and financial probity of schools in the MAT and for ensuring that each school manages appraisal according to the WLT Appraisal Policy		✓			
1.23 Prevent establishment of extremism and or political indoctrination and ensure the balanced treatment of any issue		✓	✓		
1.24 Comply with GDPR requirements and policies		O		✓	✓
<b>2.Finance</b>					
2.1 Review and approve annual draft and final budgets and 3-year budget plans to inform budget forecast return		✓		<A	<A

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2.2i Monitor income and expenditure (including variances between budget and actual), cash flow, creditors and debtors and three-year budget forecasts		✓	O	✓	✓
2.2ii Authorise in-year revisions and virements to an approved school budget		✓			
2.3i Approve and monitor monthly management accounts		✓	✓	✓	✓
2.3ii Monitor expenditure, value for money and benchmarking and delivery and performance of shared services		✓		<A	<A
2.3iii Approve the financial implications of staffing structures		✓		<A	<A
2.4 Approve the 3-year Budget Forecast Return and make ESFA submissions (BFR, LCBT, AAR) and requests for information by the deadlines set		✓		✓	
2.5 Set schools' financial procedures (including scheme of financial delegation) ensuring compliance with the AFH Handbook		✓		<A	
2.6i Receive and approve the Audited Accounts	✓	✓		<A	
2.6ii Prepare/approve the annual financial statements, Trustees' report and governance statements ensuring compliance with Accounts Direction and ensure prompt submission to ESFA and Companies House; report to Members		✓		✓	
2.6iii Adopt Trustees' Annual Report and Financial Statement	✓				
2.7 Appoint and remove the external auditors	✓	<A		<A	
2.8i Direct the Trust's programme of internal scrutiny and security and report to the board on the adequacy of the Trust's financial and other controls, and management of risk to make sure that they are being appropriately addressed		✓		<A	
2.8ii Appoint a company/person responsible for Internal Scrutiny.		✓			
2.8iii Review, approve and develop a programme of internal scrutiny		✓		✓	
2.8iv Receive regular reports from internal scrutiny		✓			

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2.9 Contribute to Trust long-term financial planning through consideration of financial priorities and use of any contingency fund/balances.		✓			
2.10i Review and approve financial policies including: Tendering policy, Reserves policy, Governor Allowance policy, Fixed Asset policy, Charging and Remissions policy, premises framework, data protection policy, data security policy, data retention policy, FOI, photo and video policy, CCTV policy, publication scheme, privacy notice for parents, privacy notice for staff		✓			
2.10ii Review and Approve Whistleblowing Policy		✓			
2.11 Maintain a Trust/school asset registers				✓	✓
2.12 Review and approve policies on school lettings and agree charges			✓		
2.13 Arrange insurance (including buildings and public liability)				✓	
2.14 Investigate financial irregularities and report as appropriate -Headteacher suspected -Central/school Trust staff suspected -CEO suspected		✓		✓<A ✓<A	✓<A
2.15 Monitor the risks of fraud, bribery and corruption		✓	✓	✓	✓
2.16i Ensure additional funds such as Pupil Premium, primary sports and catch-up funding, are ringfenced and spent appropriately, and in accordance with DfE requirements		O	✓		
2.16ii Receive and approve Pupil Premium/Sports Premium Strategy			✓		
2.16iii Scrutinise and evaluate impact of Pupil Premium/Sports Premium strategies			✓		
2.16iv Review and approve 16-19 Bursary policy			✓		
2.17 Determine - central services/ additional support required for Trust schools - schools' financial contribution to the cost of support		✓ ✓		<A <A	

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2.18 Monitor SCITT budget and finances		✓		<A	
2.19 Approve purchases between £10,000 and £50,000				✓	
2.20 Authorise the advertising and awarding of tenders/purchases/contracts worth £50,000+		✓			
2.21 Authorise disposal of fixed assets above £1000		✓			
2.22 Review and approve any Condition Improvement Funding bids and ensure Capital projects are accounted for separately and in accordance with DFE requirements.		✓			
<b>3. Personnel</b>					
3.1 CEO recruitment and appointment		✓	<A		
3.2. Headteacher recruitment and appointment (see details below)		✓	<A	<A	
3.3 Deputy/other senior school staff recruitment and appointments			✓	<A	<A
3.4 Recruitment and appointment of other teachers/appointment of non-teaching staff: - Central staff - School staff				✓	✓
3.5i Determine terms and conditions for all staff and contracts of employment, including central roles and school-specific roles		✓		<A	
3.5ii Set and monitor WLT shadow staffing structures		✓		<A	
3.5iii Determine the grade, salary range and title of any new SLT or equivalent post and review posts when vacancies arise		✓		<A	<A
3.5iv Appoint staff within the Shadow Staffing Structure agreed by the Trust Personnel Committee					✓
3.5v Monitor staffing requirements to meet the curriculum			✓		
3.6 Review and approve annually pay policies for all categories of staff		✓		<A	
3.7i Review and approve annual WLT Appraisal policy for teachers and other staff		✓		<A	
3.7ii Monitor the implementation of the Appraisal Policies to ensure it has been applied appropriately and fairly at WLT schools		✓		✓	

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<p>3.8 Undertake the performance management and determine pay awards in accordance with the pay policy of:</p> <ul style="list-style-type: none"> <li>- the Headteacher (with Chair of LGB)</li> <li>- Central Trust team</li> <li>- CEO (panel to be convened)</li> <li>- School Staff</li> </ul>		O O >		> >	✓
<p>3.9 Consider and approve pay recommendations for all staff to offer rewards for exceptional performance and significant contribution to Trust/school priorities</p>		✓		<A	<A
<p>3.10 Consider any appeal against a decision on pay grading or pay awards (panel to be convened) for –</p> <ul style="list-style-type: none"> <li>- CEO or Headteacher</li> <li>- Central Trust team</li> <li>- Other school staff</li> </ul>		> > >			
<p>3.11 Review and agree policies and procedures relating to Personnel including staff discipline policy; staff grievance procedure; flexible working policy; equality duties and objectives; attendance management policy and procedure; staff leave of absence policy, Disciplinary Procedures Policy, Adoption Leave policy, Paternity Leave policy, Maternity Leave policy, Shared Parental Leave policy, Parental Leave policy, Sickness Absence Management policy, Appraisal Policy, HR Statement, Sabbatical Leave policy, WLT Safeguarding Statement, Health and Wellbeing policy, Capability Procedures, Additional Leave, Recruitment &amp; Selection policy, Grievance Procedure, Redundancy policy, Flexible Working policy, Code of Conduct, CPD, Induction, ITT and Staff Training policy</p>		✓			
<p>3.12 Ensure appropriate checks are carried out on Trustees, governors, central staff, and school staff (DBS) and that the Trust maintains an accurate, up-to-date Single Central Record</p>		O	O	✓	✓
<p>3.13i Comply with requirements of Keeping Children Safe in Education including Prevent and safer recruitment, including annual safeguarding policy and safeguarding audit</p>		O	O		<A
<p>3.13ii Monitor and review annual safeguarding audit</p>		O	✓		<A
<p>3.13iii Receive outstanding actions from safeguarding audits</p>		✓	✓		
<p>3.13iv Receive termly updates on safeguarding</p>			✓		
<p>3.13v Verify accuracy and completeness of the Single Central Record</p>			✓		
<p>3.13vi Support children with medical conditions</p>					✓
<p>3.14 Dismissal/suspension/ending suspension (Headteacher)</p>	✓				

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3.15 Dismissal/suspension/ending suspension any staff (except Headteacher)				✓	✓
3.16i Deal with staff disciplinary issues in accordance with the Trust's policy				✓	✓
3.16ii Monitor the implementation of disciplinary/capability procedures/absence procedures			✓		
3.17 Hear appeals against disciplinary action (panel to be convened) against – <ul style="list-style-type: none"> <li>- Verbal/1<sup>st</sup> written warning</li> <li>- Headteacher</li> <li>- Other school staff</li> <li>- Central Trust team</li> <li>- CEO</li> </ul>		<ul style="list-style-type: none"> <li>✓</li> <li>✓</li> <li>✓</li> <li>✓</li> <li>✓</li> </ul>	✓		
3.18 Determine dismissal payments or redundancy payments for CEO/HT		✓			
3.19 Ensure staff are deployed for the proper supervision of children					✓
3.20 Monitor SCITT outcomes and developments		O		✓	
3.21i Review and Approve Trust Complaints policy and procedures and monitor and review complaints		✓			
3.21ii Set up Panel for Stage 4 Complaints		✓			
3.22i Annually review staff absence, wellbeing staff exit questionnaires in Trust schools		✓			
3.22ii Conduct annual wellbeing survey across schools in the Trust		✓			
3.22iii Monitor staff absence trends, work-life balance and wellbeing			✓		
3.23i Annually review staff CPD across the Trust		✓			
3.23ii Monitor Staff CPD and evaluate impact			✓		
3.24i Appoint the Chief Executive Officer as Accounting Officer		✓			
3.24ii Fulfil the role of Accounting Officer for the Trust.				✓	
3.25 Appoint the Director of Finance as the Chief Financial Officer		✓			
3.26 Lead the central Trust team, responsible for core Trust functions and managing centrally provided support services				✓	

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3.27 Grow 'future leaders' through modelling, coaching, and involving them in higher level strategic planning and shared leadership				✓	✓
<b>4. Trust and school performance</b>					
4.1i Agree Trust's vision and strategy, agreeing key priorities and KPIs including business planning, monitoring of budgets, performance management, the setting of standards and the implementation of quality assurance processes	O	✓			
4.1ii Set the strategic vision, ethos, values and objectives for the school within the overarching strategic vision and aims of the Trust			✓		
4.1iii Develop and deliver the vision and objectives for the WLT				✓	
4.1iv Strategic school improvement of schools in the Trust, working with the Headteachers to ensure that all WLT schools are working to the highest expectations and academic standards				✓	
4.1v Monitor processes for school improvement and a drive for excellence in every school				✓	
4.2i Review, approve and monitor the impact of schools' annual improvement plans		O	✓		<A
4.2ii Approve WLT targets for progress and achievement		✓		<A	
4.2iii Agree and publish school-specific targets within SIP for pupils to achieve WLT progress and achievement targets			O		✓
4.2iv Scrutinise whole-school standards in progress and achievement of pupils against Trust targets, including analysis and evaluation of exam results in context of national performance indicators		O	✓	<A	<A
4.2v Receive termly updates to monitor impact of provision for children with SEND, EAL learners, LAC, Children eligible for PP funding, MAL; hold the school to account for pupil progress and achievement within pupil sub-groups			✓		<A
4.2vi Review WLT schools' self-evaluation forms to ensure they accurately reflect the position of the schools		✓		<A	
4.2vii Meet Headteachers six times a year to review standards issues including pupil attainment and progress, SEF, SIP and external reviews				✓	
4.2viii Ensure the school is prepared for new educational developments and initiatives and is OFSTED ready					✓

✓ - Action to be undertaken at this level A - Provide advice and support to those accountable for decision making; </> indicate the flow of advice O – Provide oversight	Members	Trustee board	LGB	CEO	Head Teacher
4.3i Review and approve the Trust and School Equality and Inclusion Policies including SEND pupils and including accessibility plan; ensure all Department for Education requirements are met re SEND pupils and review the SEND Local Offer		O ✓	✓	✓	✓
4.3ii Monitor school adherence to the overarching WLT Equalities Policy			✓	<A	<A
4.4i Review any external reviews and/or action plans to address issues raised any school improvement visit or OFSTED		✓			
4.4ii Review and monitor quality of teaching and assessment			✓		
4.5 Monitor impact of any additional ring-fenced funding such as Sports Premium, Pupil Premium or Year 7 catch-up funding			✓		
4.6i Agree and monitor curriculum intent, ensuring that the curriculum is broad and balanced and meets requirements for collective worship, RE, SMSC, PSHE, RSE and British values, approve application of National Curriculum, or any variations to it, having regard to resources and Academies' flexibilities		O	✓	<A	<A
4.6ii Establish and keep up to date a written policy on the provision of Relationships and Sex Education (RSE) and Early Years Foundation Stage (EYFS)			✓		
4.6iii Monitor and review extra-curricular activities, including the House system and Arts specialism			✓		
4.6 iv Review development of sixth form and EYFS			✓		
4.6v Monitor the provision for and achievement of More Able Learners and high attaining pupils			✓		
4.6vi Monitor and review pupil wellbeing and pastoral support initiatives			✓		
4.7i Review, approve and monitor the following additional policies: Behaviour Policy, Careers, SEND, Exam policy and Exam access arrangements			✓		
4.7ii Monitor application of a school's behaviour policy, use of exclusions, bullying and discriminatory incidents			✓		
4.8i Monitor achievement data including gender, ethnic and disadvantaged achievement data and pupil progress		O	✓		
4.8ii Analyse and evaluate exam results in context of national performance indicators, including analysis and evaluation of departmental exam results and progress and achievement for pupil sub-groups			✓		

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4.9 Review aligned curriculum		✓			
4.10 Monitor and review IT provision and security across the Trust/school		✓	✓		
4.11 Monitor attendance, unauthorised absence, including persistent absence		O	✓		
<b>5. Premises</b>					
5.1i Prepare and approve an estates management strategy including maintenance, repairs, and improvements		✓		<A	
5.2 Prepare an annual maintenance plan					✓
5.3 Deal with disposals or acquisition of land/buildings		✓			
5.4i Ensure schools' compliance with reporting requirements including RIDDOR; ensure premises meet all statutory requirements for standards and review and approve Health and Safety policy		✓	<A	<A	
5.4ii Review and approve WLT Premises Framework Policy to include framework for H&S procedures, emergency planning and critical incident procedures and lockdown procedures and GDPR policies.		✓		<A	<A
5.4iii Review and approve school Health and Safety Policy annually, including critical incident procedures and lockdown procedures		O	✓	<A	<A
5.4 iv Monitor and review outstanding actions from H&S audits at the school		O	✓		
5.4v Conduct at least annual health and safety audits with external verification			✓		
5.4vi Oversee building maintenance plans and ensure school needs have been captured in the repairs and maintenance strategy			✓		
5.4vii Monitor impact of health and safety, risk assessments and response to H&S concerns and issues across WLT schools		✓			
5.5i Review arrangements for risk assessments for educational trips; classrooms; outdoor areas and supervision; office; security; first aid; stress; buildings and site; fire; glazing survey; curriculum including swimming; outdoor play equipment; vehicle			✓		

and pedestrian access and vehicle movement on site; out of hours use; VDU workstations.					
✓ - Action to be undertaken at this level A - Provide advice and support to those accountable for decision making; </> indicate the flow of advice O – Provide oversight	Members	Trustee board	LGB	CEO	Head Teacher
5.5ii Ensure that all necessary risk assessments are written and updated annually					✓
5.5iii Review and Approve Educational Visits Policy and approve risk assessments for residential, hazardous or foreign trips			✓		
5.6 Monitor the compliance of GDPR within WLT schools		✓		<A	
5.7i Review accessibility priorities for all WLT schools		✓			
5.7ii Review and approve annually school-specific Accessibility Plan			✓		
5.8 Oversee building plans and contracts related to any Condition Improvement Funding bids or premises works		✓			
5.9 Procure new buildings and development of existing site and major new commitments		✓			
5.10 Review and agree any leases		✓			
5.11 Approve lettings policy and charges and monitor school lettings			✓		

