

Overview of the three governance levels

Level	General role overview	Responsibilities/authorities within the Quality First Education Trust
Members	In the most effective MATs, the members hold the trustees to account. Members have few obligations, however, and this is therefore a largely “hands-off role”, with few meetings required.	<ul style="list-style-type: none"> • To appoint/remove trustees: The members will appoint/remove trustees by ordinary resolution (a vote passed by a simple majority of members). • To change the Articles: The members can control changes in the constitution, subject to DfE approval, and other fundamental decisions relating to the MAT. • To monitor/challenge the MAT structure: The members maintain an overview of the effectiveness of the MAT structure. • To ensure the MAT keeps to its charitable objects: The members ensure that the MAT's charitable objects are being met (<i>to advance education for the public benefit; with a secondary object of providing recreational/leisure time activities for the community, in the interest of social welfare</i>)
Trustees	The trustees are responsible and accountable for the MAT's operation. They may choose to delegate some responsibilities and tasks to the CEO, LGBs, committees, schools or others (see the scheme of delegation overleaf), but they remain formally accountable.	<ul style="list-style-type: none"> • To ensure quality of educational provision: The trustees are responsible for the quality of provision in all the schools within the MAT. • To challenge and monitor performance: The trustees are responsible for the performance of all the schools within the MAT. • To manage finances, property and staff: The trustees are responsible for the funds, assets and contracts held by the MAT and all the schools within it. • To fulfil duties as a charity trustee: duty of compliance, duty of prudence and duty of care. • To fulfil duties as a company director: duty to act within powers; duty to promote the success of the company; duty to exercise independent judgement; duty to exercise reasonable care, skill and diligence; duty to avoid conflicts of interest; duty not to accept benefits from third parties; duty to declare an interest in a proposed transaction or arrangement.
Local Governing Bodies (local governors)	Trustees have complete discretion over what is delegated to each LGB. As we develop the MAT, the role of the LGB is likely to gradually change, e.g. as more policies are agreed across the MAT.	<ul style="list-style-type: none"> • To undertake day-to-day school governance: providing focused governance for each academy at a local level, within the overarching MAT framework. • To monitor performance: monitoring and evaluating the academy's Key Performance Indicators. • To support and challenge: acting as a critical friend to the head and leadership team, in order to ensure high quality provision and financial probity, providing challenge where appropriate. • To represent the community: understanding and representing the views of the academy's stakeholders, particularly parents/carers • To represent the Trust: supporting the implementation of the MAT's high level vision and strategies.

Scheme of Delegation

The scheme does not intend to provide a full job description for each level. It presents key responsibilities and their delegation by the Board where applicable.

	MAT Board of Trustees	MAT Executive Board (CEO, COO and Heads)	Central MAT Team	Local Governing Body (LGB)	Head of School
Strategy and governance	<p>Overall responsibility for strategy and governance</p> <p>Review, challenge and approve:</p> <ul style="list-style-type: none"> - MAT vision, values and long-term strategic plan - annual MAT development plan and KPIs - annual school development plans and KPIs <i>(with LGB chair)</i> - any MAT-wide policies <p>Determine level of delegation to LGBs</p> <p>Monitor statutory compliance and risk management for the MAT</p> <p>Review and approve new schools wishing to join MAT</p> <p>Set schedule of Board meetings, set agendas, approve minutes</p> <p>Set committee structures and terms of reference</p>	<p>Develop:</p> <ul style="list-style-type: none"> - MAT vision, values and long-term strategic plan - annual MAT development plan and KPIs - annual school development plans and KPIs <i>(with LGB chair)</i> - any MAT-wide policies and make recommendations to Trustees about these. <p>Consider requests from new schools to join the MAT and make recommendations to the Trustees about these.</p> <p>Work collaboratively, ensuring all schools have a voice, and act as a key conduit between individual schools and the Trustees.</p>	<p>Oversee statutory compliance and risk management for the MAT</p> <p>Ensure governance information/policies etc are updated and published as required</p> <p>Arrange clerking and support for Board meetings</p>	<p>(With head) set the vision and strategic direction of the school, within the MAT's overarching strategy</p> <p>Work with Board to approve school annual development plan</p> <p>Support Board with the approval of annual KPIs for the school</p> <p>Monitor school's implementation of the MAT vision, values, strategy and policies, as appropriate</p> <p>Review, challenge and approve school-level policies and monitor their implementation</p> <p>Appoint local governors</p> <p>Set schedule of LGB meetings, set agendas, approve minutes</p> <p>Set LGB sub-committee structures and terms of reference</p>	<p>(With LGB) set the vision and strategic direction of the school, within the MAT's overarching strategy</p> <p>Ensure the LGB/MAT board have the information they need to be well informed about the school</p> <p>Develop long term strategic plan for the school, ensuring this aligns with the MAT's strategic plan</p> <p>Develop annual school development plan</p> <p>Develop and implement school-level policies</p> <p>Arrange clerking and support for LGB meetings</p>

	MAT Board of Trustees	MAT Executive Board (CEO, COO and Heads)	Central MAT Team	Local Governing Body (LGB)	Head of School
Educational provision	<p>Overall responsibility for the performance of all MAT schools</p> <p>Review, challenge and approve the overall MAT educational model, including the broad approach to teaching and learning and curriculum</p> <p>Monitor school performance</p>	<p>Develop</p> <ul style="list-style-type: none"> - the overall MAT educational model, including the broad approach to teaching and learning and curriculum - MAT educational policies, where appropriate making recommendations about these to Trustees <p>Develop a strategy for cross-MAT collaborative working to share and develop practice, e.g. through professional learning teams & communities</p> <p>Develop a strategy for cross-MAT school improvement e.g. through hybrid Guided Peer Evaluation (GPE) model</p>	<p>Support the Board to develop overall MAT education policy</p> <p>Professional support to schools to develop educational provision</p> <p>Monitor school performance, pupil data and compliance with statutory duties and MAT policies</p> <p>Develop model policies and checklists</p> <p>Facilitate professional learning teams/ communities (PLTs/PLCs) to develop provision across the MAT for core subjects and SEND</p> <p>Support schools prior to and during inspections</p> <p>Organisational support for GPE and PLCs</p>	<p>Scrutinise and monitor the school development plan and its implementation</p> <p>Scrutinise and monitor the school's attainment and progress reports, admissions and exclusions and statutory compliance (<i>supported by COO</i>)</p> <p>Contribute to and evaluate school systems and structures regarding educational provision</p>	<p>Responsible for quality of provision</p> <p>Set school curriculum, within the broad approach set by the MAT</p> <p>Undertake school self-evaluation</p> <p>Take action to improve performance and address issues</p> <p>Manage admissions and exclusions</p> <p>Ensure appropriate policies in place, kept updated and followed by all staff</p> <p>Ensure the school contributes to cross-MAT collaborative working, to share and develop practice</p> <p>Be 'inspection ready'</p>
Safety and wellbeing	<p>Overall responsibility for safeguarding across the MAT</p> <p>Review, challenge and approve overall MAT policies, systems and structures regarding safeguarding and care</p>	<p>Develop overall MAT policies, systems and structures regarding safeguarding and care, and make recommendations to Trustees</p>	<p>Provide support to schools and the Board on safeguarding, child protection and health & safety</p> <p>Facilitate a professional learning team to develop safeguarding across the schools</p>	<p>Review, challenge and monitor school systems and structures regarding safeguarding and care</p>	<p>Responsible for day-to-day safeguarding, child protection and health & safety in the school</p>

	MAT Board of Trustees	MAT Executive Board (CEO, COO and Heads)	Central MAT Team	Local Governing Body (LGB)	Head of School
Staffing	<p>Appoint CEO</p> <p>Agree appointment process for other key roles</p> <p>Sign off appointment of COO and heads</p> <p>Performance management of CEO</p> <p>Monitor the performance management of heads, deputy heads, assistant heads and COO</p> <p>Review, challenge and approve pay and performance policies and decisions across the MAT</p>	<p>Propose criteria/ process/ panel for key appointments (recommend to Trustees)</p> <p>Appoint heads (with LGB) and deputies and assistant heads (with head and LGB)</p> <p>CEO: Development and performance management of heads (with LGB) and COO</p> <p>Develop strategy and plans for cross-MAT staff development, e.g. through Teaching School programmes, joint INSET etc</p> <p>Develop MAT recruitment strategy and staff succession planning strategy</p> <p>Develop MAT pay and performance policies (recommend to Trustees)</p>	<p>Operational management of recruitment for MAT roles and senior school roles</p> <p>Operational support for induction, training, professional development and succession planning across MAT</p> <p>Operational management of Human Resources across MAT</p>	<p>Appoint heads, deputies and assistant heads (with MAT Executive Board)</p> <p>Review, challenge and monitor school staff structure for quality, efficiency and affordability</p> <p>Monitor staff matters/issues</p> <p>Support MAT Executive Board to make recommendations on pay and performance</p>	<p>Appoint deputies and assistant heads (as part of MAT Executive Board, and with LGB)</p> <p>Appoint all school staff below deputy/assistant head level</p> <p>Set the school's staffing structure, within budget parameters</p> <p>Staff induction, training and performance management</p> <p>Succession planning at school level</p> <p>Manage staff issues</p> <p>Maintain Single Central Record</p>
Finance	<p>Overall responsibility for finance across the MAT</p> <p>Approve MAT budget, Annual Report and Accounts, financial planning and reporting procedures and intervention rules</p> <p>Approve overall school budgets</p> <p>Determine levels of financial authority for CEO, COO, Heads and others</p>	<p>Develop budget setting processes and priorities across the MAT, and make recommendations to Trustees</p> <p>Develop the details of financial intervention rules across the MAT, and make recommendations to Trustees</p>	<p>Finance support and advice to schools and the Board</p> <p>Accounting, financial planning, treasury and financial systems services for schools</p> <p>Prepare the MAT budget, Annual Report and Accounts</p> <p>Proactively seek funding & income generation opportunities for the MAT</p>	<p>Monitor and challenge the school's budget management</p> <p>Monitor quality of finance support provided by central MAT team</p>	<p>Develop and manage school budget within set parameters (supported by COO)</p> <p>Control costs and ensure budget commitments are met</p>

	MAT Board of Trustees	MAT Executive Board (CEO, COO and Heads)	Central MAT Team	Local Governing Body (LGB)	Head of School
Procurement	Approve MAT-wide procurement plans and decisions	Develop strategy and plans for procurement of larger contracts across the MAT	Manage MAT-level/ cross-school procurement and contract management	Monitor school procurement for efficiency and value	School procurement
Community	Support marketing and PR for the MAT where appropriate	Develop MAT strategy and plans for communication e.g. MAT website, social media	Undertake Marketing and PR for the MAT Help schools with parent, carer and community relations, school marketing and PR Support with handling serious complaints Facilitate a professional learning team to develop citizenship/ enrichment provision across the schools	Help develop parent, carer and community relations Support school marketing and PR Support local forums and groups	Responsible for relationships with parents/ carers/ community Undertake school marketing and PR Deal with school complaints (with support from MAT central team for serious issues as required)
Premises	Approve major building plans and decisions	Develop strategy and plans for major building work	Manage building projects Facilitate a professional learning team to develop premises across the MAT	Monitor maintenance of school premises and facilities	Maintenance of school premises and facilities
Other	Take responsibility for own professional development as Trustees	Take responsibility for own professional development as a team of senior professionals Develop strategy and plans for other projects	Take responsibility for own professional development in role Manage other major projects	Take responsibility for own professional development as local governors	Take responsibility for own professional development as head