Four Cs MAT

Area	Decision	Members	Trust Board	CEO/Executive Leadership	LGC	Academy Principal
		Delegation				
GOVERNANCE FRAMEWORK						
People	Members: Appoint/Remove	✓				
	Trustees: Appoint/Remove	✓				
	Role description for members	✓				
	Role description for trustees/chair/specific roles/committee members: agree		✓	<A		
	Parent trustee/committee member: elected		✓		✓	
	Committee chairs: appoint and remove		✓	<A		
	LGC chairs: appoint and remove		✓	<A	✓	
	Clerk to the board: appoint and remove		✓			
	Clerk to LGC: appoint remove		✓		✓	
Systems and structures	Articles of association: agree and review	✓	<A	<A		
	Governance structure (committees) for the trust: establish and review annually		✓	<A		
	Terms of reference for trust committees (including audit it required, and scheme for school committees): agree annually		✓	<A		
	Terms of reference for LGC/local committees: agree and review annually		✓	<A		
	Skills audit: complete and recruit to fill gaps.		✓	<A>	✓	A
	Annual self review of trust board and committee performance: complete annually		✓			
	Annual self review of LGC performance: compete annually				✓	
	Chair's performance: carry out 360 review periodically		✓		✓	
	Trustee / committee member contribution: review annually		✓		✓	
	Succession: plan		✓	<A>	✓	A
	Annual schedule of business for trust board: agree		✓	<A		
	Annual schedule of business for LGC: agree			A>	✓	A

Key: ✓= Action to be undertaken, A=Provide advice and support to those accountable for decision making, </>=direction of advice

REPORTING

Reporting	Trust governance details on trust and academies websites: ensure		✓	<A		
	Academy governance details on academy website: ensure		✓	<A		
	Register of all interests, business, pecuniary, loyalty for members/trustees/committee members: establish and publish		✓	<A		
	Annual report on performance of the trust: submit to members and publish		✓	<A		
	Annual report and accounts including accounting policies, signed statement on regularity, propriety and compliance, incorporating governance statement demonstrating value for money: submit		✓	<A		
	Annual report work of LGC: submit to trust and publish				✓	A

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BEING STRATEGIC

Being Strategic							
	Determine trust wide policies which reflect the trust's ethos and values (facilitating discussions with unions here appropriate) including: admissions: charging and remissions; complaints; expenses; health and safety, premises management; data protection and FOI; staffing policies including capability, discipline, conduct and grievance: approved		✓	<A			
	Determine school level policies which reflect the school's ethos and values to include e.g. admissions; SEND; safeguarding and child protection; curriculum; behaviour: approve			A>		A	✓
	Central spend/top slice: agree		✓	<A			
	Management of risk: establish register, review and monitor		✓	<A>		✓	A
	Engagement with stakeholders	✓	✓	✓	✓	✓	✓
	Trust's vision and strategy, agreeing key priorities and key performance indications (KPIs) against which progress towards achieving the vision can be measured: determine		✓	<A			
	Schools vision and strategy, agreeing key priorities and key performance indicators (KPIs) against which progress towards achieving the vision can be measured: determine			A>		A	✓
	Chief executive officer: Appoint and dismiss		✓				
	Academy principal: Appoint and dismiss			✓			
	Budget plan to support delivery of trust key priorities: agree		✓	<A			
	Budget plan to support delivery of school key priorities: agree			A>		A	✓
	Trust's staffing structure: agree		✓	<A			✓
	School staffing structure: agree			A>		A	✓

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HOLDING TO ACCOUNT						
Holding to account	Auditing and reporting arrangements for matters of compliance (eg safeguarding, H&S, employment): agree		✓	<A>	✓	A
	Reporting arrangements for progress on key priorities: agree		✓	<A>	✓	A
	Performance management of the Chief Executive Officer: undertake		✓			
	Performance management of academy principal: undertake			✓	A	
	Trustee monitoring: agree arrangements		✓	<A		
	LGC member monitoring: agree arrangements				✓	A

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ENSURING FINANCIAL PROBITY

	Chief financial officer for delivery of trusts detailed accounting processes: appoint		✓	<A		
	Trust's scheme of financial delegation: establish and review		✓	<A		
	School's scheme of financial delegation: establish and review		✓	<A		
Ensuring financial probity	External auditors' report: receive and respond		✓	<A	✓	A
	CEO pay award: agree		✓			
	Academy principal pay award: agree			✓	A	
	Staff appraisal procedure and pay progression: monitor and agree		✓	A>	A	✓
	Benchmarking and trust wide value for money: ensure robustness		✓	<A		
	Benchmarking and academy value for money: ensure robustness				✓	A
	Develop trust wide procurement strategies and efficiency savings programme			✓		

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