



Partnership, Achievement, Community & Excellence

Scheme of Delegation: Decision Making Matrix

Document Control Table	
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Draft 2	Draft 1 (created in summer 2021) has been refined and revised following change of CEO to create draft 2
V1	Approved by Board

Trust

Scheme of Delegation – Decision making matrix

A = Advise / R = Responsible

Trust Leadership Group (TLG) comprises CEO (also listed separately), Executive Headteacher (EHT), Chief Operating Officer (COO) and Chief Financial Officer (CFO)

Individual TLG member highlighted where appropriate

Area	Decision	Members	Directors	CEO	Trust Leadership Group	LGB	Headteacher/Head of School
Governance (people)							
	Members (Appoint/Remove)	R	A				
	Directors (Appoint/Remove)	R	R				
	LGB chairs – delegated school budget (Remove)		R			R	
	LGB chairs -non delegated school budget (Appointing/Remove)		R				
	Strategic Board Committee Chairs (Appoint/Remove)		R				
	Director Committee members (Appoint/Remove)		R				
	Appoint LGB governors (except Parent and Staff members)		R			A	A
	Appoint LGB Parent Governors					R	
	Appoint LGB Staff Governors					R	
	Chief Governance Professional to Strategic Board (SB)		R				
	Governance Professional to LGBs				R	R	

Area	Decision	Members	Directors	CEO	Trust Leadership Group	LGB	Headteacher/Head of School
Governance (Systems & Structures)							
	Articles of Association	R	A				
	Overarching Trust Scheme of Delegation (inc annual review)	R	R	A	A		
	Committees of the Strategic Board - Terms of Reference (inc annual review)		R				
	Delegation of responsibilities to LGBs (inc annual review)		R	A	A		
	Committees of the LGBs - Terms of Reference (inc annual review)					R	
	Directors' skills audit (complete to fill gaps – including recruitment)		R				
	LGB skills audit					R	
	Annual self-review of SB performance		R				
	Annual schedule of business for SB		R				
	Review or self-review of LGB performance		R			R	
	Succession Planning (TLG)			R			
	Succession Planning (HTs and Hs of S)			R		A	A
	Ensure statutory educational and operational policies are in place and reviewed appropriately		R		A		
Reporting							
	Trust governance details to website				R		
	School governance details to websites						R
	Register of business and pecuniary interests		R			R	

Area	Decision	Members	Directors	CEO	Trust Leadership Group	LGB	Headteacher/Head of School
	Annual Report on Performance and Accounts of the Trust		R	R	A CFO		
	Trust report on gender pay gap		R		A CFO		
	Trust Leadership Reports on educational, operational and financial developments			R	R		
Financial Management							
	Ensure compliance with Academy Trust Handbook				R		
	Appoint external auditors	R			A		
	Appoint internal auditors		R		A		
	Internal and external auditor reports (review and respond)		R		A		
	Trust Scheme of Financial Delegation/Finance Policy and procedures (inc annual review)		R		A CFO		
	Review annual accounts before submission		R				
	Determine approach to funding central costs and agree contributions		R	A			
	Annual school budget setting (schools good or better by Ofsted rating)			A	A		R
	Annual school budget setting (non-delegated schools)			R	A		A
	Approval of annual school budgets		R	A	A CFO	A	
	Annual Trust budget setting/approval		R	A	A CFO		
	Produce monthly Management Accounts				R CFO		
	Analyse monthly Management Accounts		R	R	A CFO		
	Prepare reports for DfE/ESFA				A CFO		

Area	Decision	Members	Directors	CEO	Trust Leadership Group	LGB	Headteacher/Head of School
	Approve reports for DfE/ESFA			R			
	Benchmarking value for money activities			R	A		
	Develop Trust wide procurement strategies				R		
	Appropriate insurance arrangements				R		
Strategic leadership							
	Upholding vision, values and commitments of the Trust including equality and diversity commitments	R	R	R	R	R	R
	Upholding published vision and values of the schools, ensuring alignment		A	A		R	R
	Responsibility for Trust strategy and annual goals		R	R	A		
	Awareness of strategic opportunities and threats to Trust and its schools		R	R	A		A
	Development of annual plans and accountability for the delivery and review of school improvements (SIPs) including target setting for pupil performance against national tests			A	A ^{EHT}		R
	Monitoring SIPs and progress against targets			R	R	R	R
	Produce reports on educational KPIs for all schools				R ^{EHT}		R
	Monitoring of KPIs		R	R	R		
	Marketing and communication (including social media) for the promotion of the Trust and its schools			R	A	R	R
	Ensure innovative curriculum which inspires pupils to learn			R	A ^{EHT}		R

Area	Decision	Members	Directors	CEO	Trust Leadership Group	LGB	Headteacher/Head of School
	Review curriculum quality				A	R	A
	Ensure standards of teaching and learning			A	A		R
	Monitor standards of teaching and learning		R	R	R	R	
People							
	Recruit and appoint CEO		R				
	Recruit and appoint Trust Leaders		R	R			
	Recruit and appoint Headteachers/Heads of school		R	R		A	
	Oversight of Trust and school leadership structures		R	R			
	Develop HR policies			R	R		
	Agree HR policies		R		A		
	Ensure appropriate appraisal procedures			R	A		R
	Appraisal of CEO and pay award decisions		R				
	Appraisal of Trust leaders and pay award decisions		R	A			
	Appraisal of Headteachers/Heads of School and pay award decisions			R		R	
	Suspension of senior staff			R	A		
	Suspension of other staff			A	A		R
	Dismissal of senior staff		R	A	A		
	Dismissal of other staff		R	A	A		A
Risk							
	Appropriate risk management policies and mitigations in place				R		R
	Review risk register – action as appropriate		R				

Area	Decision	Members	Directors	CEO	Trust Leadership Group	LGB	Headteacher/Head of School
Safeguarding							
	Strategic responsibility for safeguarding - Trust		R	R			
	Strategic responsibility for safeguarding – individual school settings					R	R
	Ensure all staff, directors, governors, volunteers and visitors to the schools comply with statutory safeguarding documents and local policies.		R	R	R	R	R
	Ensure suitability of staff, volunteers and contractors (DBS)		R	R	R	R	R
Infrastructure							
	Establish and implement a buildings maintenance strategy				R		R
	Ensure compliance with Health and Safety requirements including the Health and Safety at Work Act		R	R	A	R	R
	Grant applications for premises improvements (CIF bids)				R		A
	Establish and maintain digital infrastructure			R	R		R