



Partnership, Achievement, Community & Excellence

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## Scheme of Delegation: Decision Making Matrix

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<b>Document Control Table</b>	
Document Title	Scheme of Delegation – Decision making matrix
Author	Trust Leadership Group
Version number:	2
Date approved:	21.9.22
Approved by:	PACE Strategic Board
Document History	
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
V2	Updated September 2022

## 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

Decision	Members	Directors	CEO	TLG	LGB	Head
<b>Governance (people)</b>						
Members (Appoint/Remove)	R	A				
Directors (Appoint/Remove)	R	R				
Appoint Link Directors to specific areas and schools		R				
Appoint LGB chairs – in schools judged as Ofsted good or better					R	
Appoint LGB chairs – in school judged as Ofsted RI or inadequate		R				
Strategic Board Committee Chairs (Appoint/Remove)		R				
Director Committee members (Appoint/Remove)		R				
Appoint / remove LGB governors (except Parent and Staff members)		R			A	A
Appoint LGB Parent Governors					R	
Appoint Link Governors (specific areas)					R	
Appoint LGB Staff Governors					R	
Appoint associate members of the LGB		R				

Decision	Members	Directors	CEO	TLG	LGB	Head
Chief Governance Professional to Strategic Board (SB)		R				
Governance Professional to LGBs				R	R	
Reduction in levels/areas of delegation		R	A	A		
<b>Governance (Systems &amp; Structures)</b>						
Articles of Association	R	A				
Overarching Trust Scheme of Delegation (including annual review)	R	R	A	A		
Committees of the Strategic Board - Terms of Reference (including annual review)		R		A		
Delegation of responsibilities to LGBs (including annual review)		R	A	A		
Committees of the LGBs - Terms of Reference (including 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		
Ensure appropriate training is available for Directors/Governors				R + GP		R
Trust governance details to website and TTG, GIAS				R + GP		
School governance details to websites and TTG, GIAS						R + GP
Register of pecuniary and non- pecuniary interests		R + GP			R + GP	
Managing conflicts of interest and related party		R + GP			R + GP	

Decision	Members	Directors	CEO	TLG	LGB	Head
transactions.						
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		
<b>Financial Management</b>						
Ensure compliance with Academy Trust Handbook and ESFA				R		
Appoint external auditors	R			A		
Appoint internal auditors		R		A		
Internal and external auditor reports (review and respond)		R		A		
Approving annual/biannual programme of internal audits		R		A		
Trust Scheme of Financial Delegation/Finance Policy and procedures (including 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 (for schools with a delegated budget)			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		
Provide reports for DfE/ESFA				R		
Approve reports for DfE/ESFA			R			
Benchmarking value for money activities			R	A		
Develop Trust wide procurement strategies				R		
Ensuring appropriate insurance arrangements are in place				R		
Oversee the financial performance of the entity, including		R	R	A		

Decision	Members	Directors	CEO	TLG	LGB	Head
financial KPIs						
Monitoring grant spend including CIF				R		
Monitoring PPG spend and Sports Premium					R	
<b>Vision, Ethos and Strategy</b>						
Setting the trust vision and values		R	A	A	A	A
Setting the school vision and values			A	A	R	R
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 setting Trust strategy and annual goals		R	R	A		
Delivering the Trust goals			R	R		
Monitoring the Trust goals		R				
Awareness of strategic opportunities and threats to Trust and its schools		R	R	A		A
Ensuring compliance with equalities legislation		R	R	R	R	R
Appoint a nominated Director and Governor for SEND		R			R	
Ensuring compliance with SEND Code of Practice		R			R	
Setting Admissions Policies for each school across the Trust		R		A		
Keeping admission and attendance registers and ensuring best attendance possible					R	R
Setting behaviour policies for individual schools					R	R
<b>Educational Performance</b>						
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 for the board on educational KPIs for all				R EHT		R

Decision	Members	Directors	CEO	TLG	LGB	Head
schools						
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
Setting an innovative curriculum which inspires pupils to learn, ensuring this is delivered.			R	A EHT		R
Monitoring the quality of the curriculum		R	R	R EHT	R	R
Hold HTs to account for the educational performance of schools			R		R	
Preparing for Ofsted inspections				A	R	R
Determining TLG and governance involvement on the day of the inspection and at the final feedback meeting		R	R		A	A
Due diligence around prospective growth opportunities				R		
Determining growth, such as requests from other schools to join		R	A	A		
Ensure standards of teaching and learning			A	A		R
Monitor standards of teaching and learning		R	R	R EHT	R	R
Approving INSET Days			R	R		A
Approving residential educational visits					R	
Monitoring suspensions and exclusions			R		R	
Exclusions – reconsideration of reinstatement			A		R	
<b>People</b>						
Recruit and appoint CEO (also the Accounting Officer)		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 employee policies			R	R		
Agree employee policies		R		A		
Ensure appropriate appraisal procedures are followed			R	R		R
Appraisal of CEO and pay award decisions		R				

Decision	Members	Directors	CEO	TLG	LGB	Head
Appraisal of Trust leaders and pay award decisions		R	A			
Appraisal of Headteachers/Heads of School and pay award decisions		R	A			
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
<b>Risk Management</b>						
Appropriate risk management policies and mitigations in place				R		R
Review risk register – action as appropriate		R	R			
<b>Safeguarding</b>						
Strategic responsibility for safeguarding policy and practice-Trust		R	R	A		
Nominate a safeguarding director		R				
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
Delivering support for children who are looked after					R	R
Maintaining SCRs				R		R
Monitoring of SCRs				R		R
<b>Infrastructure</b>						
Establish and implement a buildings maintenance strategy				R		R



Decision	Members	Directors	CEO	TLG	LGB	Head
Ensure compliance with Health and Safety requirements including the Health and Safety at Work Act		R	R	R	R	R
Grant applications for premises improvements (CIF bids)				R		A
Establish and maintain digital infrastructure			R	R		R
Ensuring Data protection				R		R