Scheme of Delegation Part 1: Governance Overview

2026-2027

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For review:	Board of Trustees

PART 1:

Introduction and statement of intent

Governance structure

Article of Association

Duties & Responsibilities (Members, Trustees, Committees, CEO, Governance Professional, LAB Members)

Performance & risk based approach to delegation

Foreword

Our Trust mission: 'love, learn, laugh', underpins our key aim to improve our pupils' lives and outcomes through outstanding educational practice and provision, while also setting challenging and aspirational goals designed to empower our pupils and enhance their life choices. The Trust currently run three schools. Manor, a SLD specialist SEN primary school (Reception to Y6), The Avenue, an Autism/Complex Needs specialist SEN school for 5-19 year olds (Reception to Y13) and Wembley Manor, an Autism specialist secondary school for pupils (Y7 to Y13).

This document is Part One of a three part document. The Parts are divided as follows:

Part 1 - Governance Overview: Overview of Governance Structure, key articles, responsibilities and our approach to delegation.

Part 2 - Governance Structure and Procedure: Terms of Reference, communications between governance entities, meeting schedules and agendas, procedures and principles of governance.

Part 3 - Governance Decision Making Grids: Summary of decision making and responsibility matrix, financial delegation and policy overview.

These documents when taken together provide the basis for meeting our duties and responsibilities, as determined by:

- The Companies Act 2006
- Academy Trust Handbook 2026
- Governance Guide for Academies 2026
- Keeping Children Safe in Education 2026
- The Charities Governance Code

Additional support and guidance for the Trust is maintained through membership of Brent Chairs and Vice Chairs Programme, Brent School Partnership (BSP), The Key, the National Governance Association (NGA), the Confederation of Schools Trust (CST), and through the use of the Institute of Company Secretaries and Administrators (ICSA) twin publications Academy Governance Handbook and Academy Governance Checklists. In developing our governance structure and activities, the Trust also ensures compliance with the DfE audit and checklists such as The Academy Trust Checklist 2026 and Academy Trust Financial Calendars 2026.

Jayne Jardine, CEO

Christine Jackson, Chair

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PART 1: Governance Overview

Introduction and statement of intent

RPT believes that:

a. The purpose of governance is to provide confident and strong strategic leadership which leads to robust accountability, oversight and assurance for educational and financial performance.
b. The Trust has three core functions:

- **Ensuring clarity of vision, ethos and strategic direction;**
- **Holding executive leaders to account for the educational performance of the organisation and its pupils, and the effective and efficient performance management of staff; and**
- **Overseeing the financial performance of the organisation and making sure its money is well spent.**

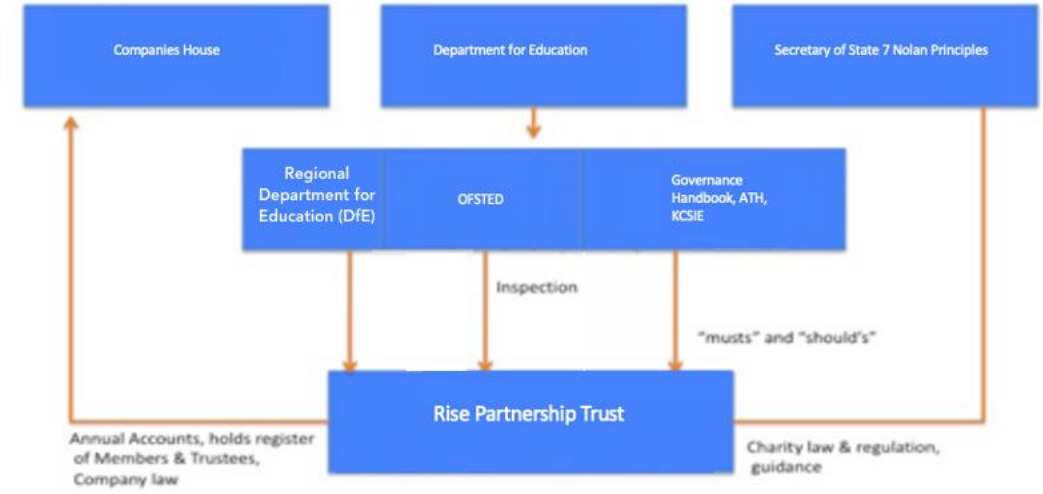
c. Members of the Trust should appoint effective Trustees and hold them to account for the performance of the Trust;
d. Operational and managerial decisions are delegated to the CEO and CFOO; and
e. The CEO and CFOO delegate operational school decisions to the Head Teachers and Local Academy Boards (LABs) with a view to keeping decision making as close as possible to the operational impacts as possible.

Scope and applicability

This policy outlines the framework for decision making within the Academy Trust. It applies to all Members, Trustees, LAB members and staff.

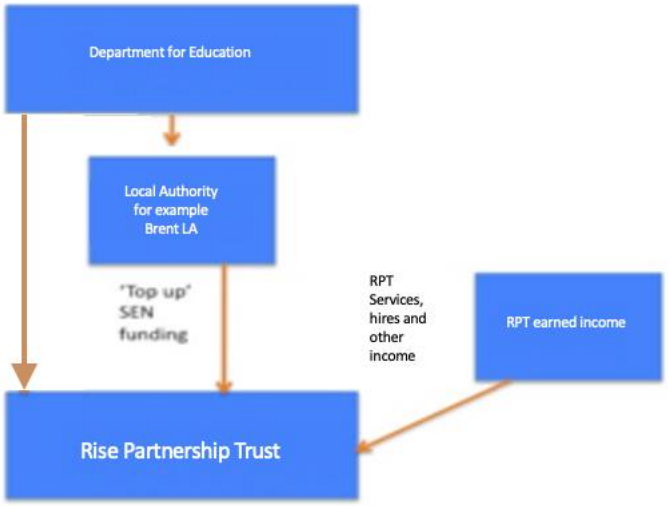
The Rise Partnership Trust
Love • Learn • Laugh

How is RPT regulated?

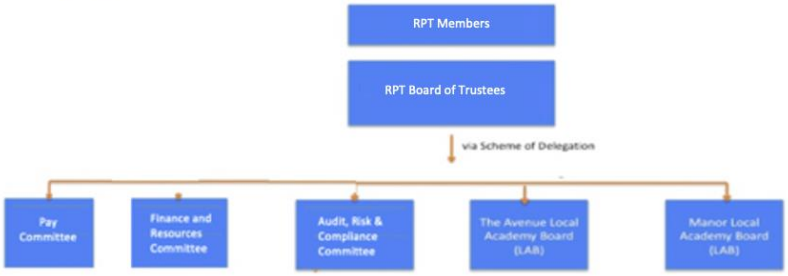


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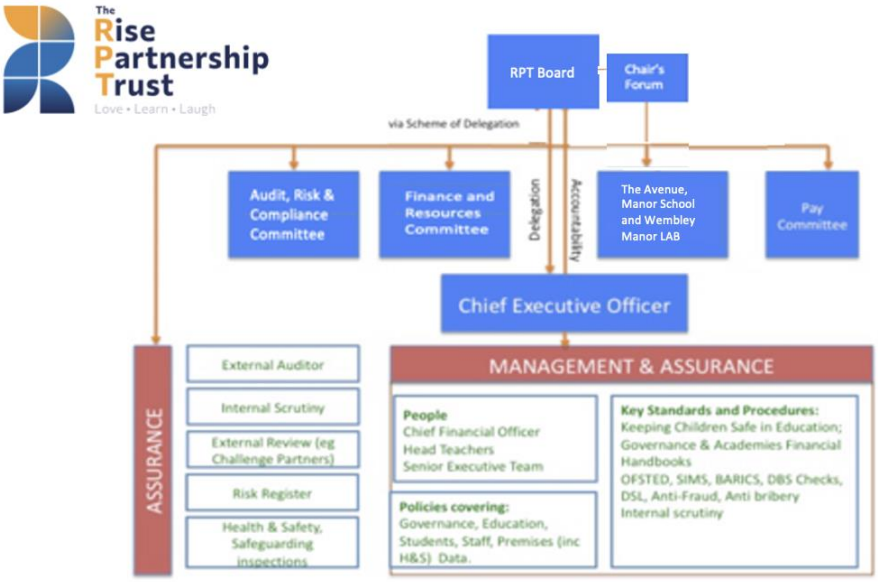
How is RPT funded?



How is RPT Governed?



Assurance



The Articles of Association

As set out in Article 4, The Academy Trust's objects are specifically restricted to the following:

"To advance for the public benefit education in the United Kingdom..."

The Trust's Articles of Association can be found on Companies House and the Trust Governance section of the website.

The following are relevant clauses from the Articles of Association that outline what can, and cannot, be delegated. The Articles of Association are DfE standard documents where the following clauses are not adjusted by individual academy trusts.

- **Article 93**: "Subject to provisions of the Companies Act 2006, the Articles and to any directions given by special resolution, the business of the Company shall be managed by the Trustees who may exercise all the powers of the Company."
- **Article 100**: "Subject to these Articles, the Trustees:
    - may appoint committees to be known as Local Academy Boards (LABs) for each Academy (and the same Local Academy Board may be appointed for more than one Academy); and
    - may establish any other committees."
- **Article 101:** "Subject to these Articles, the constitution, membership and proceedings of any committee shall be determined by the Trustees. The establishment, terms of reference, constitution and membership of any committee of the Trustees shall be reviewed at least once in every twelve months. The membership of any committee of the Trustees may include persons who are not Trustees, provided that (with the exception of the Local Academy Boards) a majority of members of any such committee shall be Trustees. Except in the case of a LAB, no vote on any matter shall be taken at a meeting of a committee of the Trustees unless the majority of members of the committee present are Trustees."
- **Article 105**: "The Trustees may delegate any of their powers or functions (including the power to sub-delegate) to any Trustee, committee (including any LAB), the Chief Executive Officer or Headteacher or any other holder of an executive office. Any such delegation shall be made in writing and subject to any conditions the Trustees may impose, and may be revoked or altered."
- **Article 105A**: "A Trustee, committee, the Chief Executive Officer, the Headteacher or any other holder of an executive office to whom a power or function of the Trustees is delegated under Article 105 may further sub-delegate those powers or functions (or any of them) to a further person. Where any power or function of the Trustees is sub-delegated by any person to whom it has been delegated, that person must inform the Trustees as soon as reasonably practicable which powers and functions have been further delegated and to whom, and any such sub-delegation shall be made subject to any conditions the Trustees may impose, and may be revoked or altered."
- **Article 106:** "Where any power or function of the Trustees has been exercised by any committee, any Trustee, the Chief Executive Officer or Headteacher or any other holder of an executive office, or a person to whom a power or function has been sub-delegated under Article 105A, that person or committee shall report to the Trustees in respect of any action taken or decision made with respect to the exercise of that

power or function at the meeting of the Trustees immediately following the taking of the action or the making of the decision."

- **Article 107**: "The Trustees shall appoint the Chief Executive Officer and the Headteacher of the Academies. The Trustees may delegate such powers and functions as they consider are required by the Chief Executive Officer and the Headteachers for the internal organisation, management and control of the Academies (including the implementation of all policies approved by the Trustees) and for the direction of the teaching and curriculum at the Academies."

Matters Reserved for the Board

As set out in the Articles of Association, The Board of Trustees will not delegate to any individual or committee the following functions about the operation of Trust governance:

- the constitution of the Trust;
- the appointment or removal of the Chair and Vice-chair of the Board;
- the appointment of the Clerk/Governance Professional to the Board;
- the suspension of Trustees;
- the establishment of trust-wide committees.

The Academy Trust uses the terms:

- Members to describe individuals who have the right to vote at General Meetings held in accordance with the Articles of Association;
- Trustees to describe individuals who have the right to vote at Board meetings and who are registered as Directors at Companies House;
- Chief Executive Officer and Chief Finance and Operations Officer and;
- Head teacher to identify the senior leaders responsible for the operational, day to day leadership and management of each RPT school;
- Local Academy Board rather than Local Governing Body.

Responsibilities under the policy

a) Members

As charitable companies limited by guarantee every trust has Members who have a similar role to the shareholders in a company limited by guarantee.

Members:

- are signatories to the articles of association which includes definition of the trusts' charitable object and governance structure;
- may, by special resolution, amend the articles of association, subject to any restrictions created by the trust's funding agreement or charity law;
- may, by special resolution appoint new Members or remove existing Members other than, where there is one, the foundation/ sponsor body and any Members it has appointed;
- have powers to appoint Trustees as set out in the trust's articles of association, and have power under the Companies Act to remove any or all serving Trustees;
- may, by special resolution, issue direction to the Trustees to take a specific action;
- appoint the trust's auditors and receive the trust's annual audited accounts (subject to the Companies Act); and
- have power to change the name of the charitable company and ultimately, wind up the academy trust.

b) Board of Trustees

1. Trustees are both charity trustees and company directors of the academy trust.
2. The Board of Trustees manage the business of the academy trust and may exercise all the powers of the academy trust.
3. The board should focus strongly on the three core functions of governance:
    a. Ensuring clarity of vision, ethos and strategic direction;
    b. Holding executive leaders to account for the educational performance of the organisation and its pupils, and the effective and efficient performance management of staff; and
    c. Overseeing the financial performance of the organisation and making sure its money is well spent.
4. Under charity law Trustees responsibilities are to:
    a. ensure the charity is carrying out its purposes for the public benefit;
    b. comply with the charity's governing document and the law;
    c. act in the charity's best interests;
    d. manage the charity's resources responsibly;
    e. act with reasonable care and skill; and
    f. ensure the charity is accountable
5. Under the Companies Act 2006 Trustees responsibilities are to:
   Act within their powers

6. The Trustees must apply the highest standards of governance and take full ownership of their duties:
    a. promote the success of the company;
    b. exercise independent judgment;
    c. exercise reasonable care, skill and diligence;
    d. avoid conflicts of interest;
    e. not to accept benefits from third parties; and
    f. declare any interest in proposed transactions or arrangements.

7. They must ensure compliance with the Trust's charitable objects and with company and charity law, and with their funding agreement.
8. The board of Trustees signs off the annual accounts and is responsible for adherence to the Trust's funding agreement with the Secretary of State, who is the principal charitable regulator for the sector.
9. Trustees must appoint, in writing, a named individual as its accounting officer (AO). This should be the senior executive leader. **Jayne Jardine, CEO, is appointed as the accounting officer of the RPT** and will fulfil the role of Chief Executive.
10. The AO role includes a personal responsibility for the trust's accountability to Parliament, and to the DfE's accounting officer, for the financial resources under the trust's control. The CEO is the only Trustee who is an employee of RPT/any RPT academy.
11. The Board must designate a named individual as its accounting officer. The accounting officer is responsible to the Board for the overall management of the Trust and personally responsible to Parliament for the resources under their control.
12. In accordance with the requirements of the Academy Trust Handbook, the Trust shall appoint a Chief Finance and Operations Officer (CFOO) to lead the Finance Department. **Shastha Bibi, CFOO, is appointed as the RPT's lead for finance.**
13. The Board expects Members (and Trustees when co-opting Trustees) to appoint individuals with appropriate skills and expertise to enable the Board to discharge its functions effectively. It anticipates that it will include many of the following skills / experiences:
    a. Leadership / governance of education, including special educational needs and disabilities
    b. Financial management / oversight, accountant / auditor
    c. Procurement / commercial expertise
    d. Property management / capital project / construction
    e. Human resources
    f. Law
    g. Broader children's services (including safeguarding)
    h. Marketing / communications
    i. Programme / change management
    j. Non-executive / governance experience
    k. Local community expertise
    l. Risk management

c) Trust Committees

The Board of Trustees may establish a structure of Committees/Board sub groups as appropriate. These Committees/Board sub groups will act in an advisory capacity to the Board of Trustees except where powers have been specifically delegated to them by the Board of Trustees.

The Board of Trustees has established the following committees:

- Local Academy Boards*3 (one for each school)
- Finance and Resources Committee (FAR)
- Audit, Risk and Compliance Committee; (ARC)
- Pay Committee

The terms of reference for each committee are outlined below.

On discretion of the Board, the CEO and Chair cannot Chair any Trust committee (this strictly only applies to Audit, Risk and Compliance Committee i.e. no delegated authority of the Board). Each Committee/Board sub group will elect a Chair from amongst its number. The Chair of any committee established at 'Trust level' must be a Trustee. The Governance Professional will ensure all the meetings of the Trust and its delegated Committees are professionally clerked.

LABs aim to include individuals who bring a variety of suitable skills and experiences that enable the LAB to discharge its responsibilities effectively. It also expects each LAB to include individuals drawn from staff and parent bodies of the school(s).

The following table outlines in the first column the skill sets that may be considered to be beneficial to each LAB, and in the second column an indication of the type of composition that may be adopted. It is more important to secure the right skill sets, than secure people from particular stakeholder constituencies. LAB governors are appointed by RPT Trust Board.

Desirable skills and experiences	**Composition**
- Educational leadership / governance expertise, including SEND expertise - Expertise in other public services delivering to our community (i.e. health, children's services) - Financial understanding - Human Resources expertise - Marketing and business development expertise - Local community knowledge and expertise - H&S understanding This list is not exhaustive.	- The Headteacher (ex officio) - 2 members of staff - 2 parents - 1 member of the community - Up to 3 co-opted members

All Trustees are expected to share the values of the Trust, including a commitment to ensuring every child reaches their potential, and a commitment to safeguarding. All Trustees

are also expected to have a commitment to working as an active member of their Committee/Sub Group, establish professional relations, to be willing to learn, and to undertake appropriate training to ensure that they can fulfil their responsibilities.

Each sub-group will determine the dates and timings of its meetings for the academic year to maximise attendance and effectiveness, and ensure timely reporting to the Board.

RPT ensures complete separation of duties between Members, Trust Board and LABs to ensure effective accountability i.e. no Member may be a Trustee, no Trustee may be a Member etc.

d) CEO and staff

1. The Chief Executive shall be referred to as the CEO. That post holder is responsible for the internal organisation, management and control of the Academy Trust, for advising on and implementing the Trust's strategic framework, and for the implementation of all policies approved by the Trustees. **Jayne Jardine is appointed RPT CEO.**
2. The CEO is responsible for leading the internal organisation, management and control of each school alongside the leadership team, including implementing policies approved by the Trustees, and for the direction of the teaching and the curriculum within the schools.
3. The CEO will recommend trust-wide strategy and policy to the Trustees and to ensure that the trust fulfils its charitable objects.
4. The CEO will formulate aims and objectives and policies and targets for each school in consultation with the respective leadership team, and these will be considered by Trustees as appropriate. The CEO will report to the Trustees on progress.
5. The CEO and all staff are accountable to Trustees for the performance of each school and the trust overall.
6. Trustees will be prepared to explain their decisions and actions to anyone who has a legitimate interest. This may include staff, pupils and parents as well as the local authority or the Secretary of State.
7. The CEO will comply with any direction by the Board.
8. The CEO will agree and monitor appropriate delegations of authority with other staff.

e) Governance Professional

The Governance Professional is accountable to the Trust Board. The main purpose of role is to:

1. To ensure the smooth running of the Trust and its committees in accordance with: the Trust's Articles of Association and Scheme of Delegation, the requirements of Companies House and Charities Commission; and the requirements of the most recent edition of the DfE Governance and Academies Financial Handbook's.
2. To provide advice and administrative support to the Trust Board on governance practice, and on constitutional and procedural matters.

3. Manage information and registers effectively in accordance with legal and procedural requirements including: Register of Interests, Code of Conduct, Eligibility to Serve, informing DfE and Companies House are informed promptly of any changes to the membership of the Trust; DBS Checks, PSC (People of Significant Control); Deed of Adherence to the Trustees' Agreement.
4. Advise the Trust on governance (including best practice), legislation, regulatory requirements, compliance and procedural matters where necessary before, during and after meetings.
5. Maintain access to appropriate legal advice, support and guidance, and where necessary seek advice and guidance from third parties on behalf of the Trust;
6. Inform the Trust of any changes to its responsibilities as a result of a change in school status or changes in the relevant legislation or regulation.
7. Offer advice on best practice in governance, including on committee structures and Board evaluation;
8. Ensure that statutory and other high-level board policies are in place, and are reviewed when necessary, with the assistance of staff;
9. Organise the Trusts General Meetings including the AGM.
10. Ensure the Trust website and information pertaining to governance is regularly updated, accurate and reflects best practice and legal requirements.
11. To monitor key Trust policies which may impact on Trust business and ensure these are implemented, regularly reviewed and remain up to date and in line with Trust requirements.
12. Maintain and annually update a schedule of reporting dates combining the requirements of Companies House, Charities Commission, and the latest editions of the DfE Governance and Academies Financial Handbook's.
13. With the relevant chair prepare agendas for board and committee meetings based on the board and committee work plan (and any additional matters arising from the previous meeting).

Performance and Risk Based approach to Delegation

1. The Academy Trust believes that delegation of functions and levels of delegation should relate to the performance and risk associated with the delegation. High performing schools, with strong and stable leadership, should have the higher levels of delegation.
2. Accordingly, the Decision and Responsibility Matrix sets out 'standard' delegations and 'variable' delegations. Schools that are performing well and with normal levels of risk will receive the 'standard' delegation. If schools are not performing as well, or are considered higher risk, they may have reduced delegation in specified areas to reflect their current situation.
3. The Board may vary the level of financial delegation from the 'standard' delegation that is set out in the Decision and Responsibility Matrix.
4. The Board will determine the appropriate levels of delegation for each Committee or post holder.
5. The Board will make its decisions based upon any or all of the following:
    a. External evaluations, which may be of educational performance (such as Ofsted), financial management (such as audit processes), or operational management (such as Health and Safety inspections).

b. Information available within the academy trust, such as student progress, financial monitoring, staffing information etc.
c. Changes in staffing at a school, in particular of its senior leadership.
d. The advice of the CEO and CFOO.

6. The table below details the current areas of ‘variable delegation’ applying to each school. These will be reviewed as appropriate, and at least annually through the review of this Scheme of Delegation.

School	**Areas of variable delegation**
Manor School	None
The Avenue	None
Wembley Manor	None