Scheme of Delegation Part 3: Governance Decision Making Grids 2026-2027

This version 3.0:	Christine Jackson, Chair Jayne Jardine, CEO Deepti Bal, Governance Professional
For review:	Board of Trustees

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 runs three schools. Manor, a SLD specialist SEN primary school (Reception to Y6), The Avenue, an Autism/Complex Needs specialist SEN school for 5-18 year olds (Reception to Y13) and Wembley Manor, an Autism specialist SEN secondary school (Y7 to Y13).

This document is Part Three 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 (2019), 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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Appendix 8: Decision and Responsibility Matrix

This Appendix sets out significant decisions and responsibilities. For each thematic section, text introduces the philosophy and ethos of the trust, which sets the context for the subsequent decisions / accountabilities.

The key to the table is:

BoT – Board of Trustees

LAB – Local Academy Board

FAR - Finance and Resources Committee

ARC – Audit, Risk and Compliance Committee

CEO – Chief Executive

AO – Accounting Officer

HT – Headteacher

CFOO – Chief Finance and Operations Officer via the Accounting Officer **EDOS** – Executive Director of Schools

GP – Governance Professional **DOCID** – Director of comms., IT and Data **DOIT** – Director of Inclusion and Therapy

Note: Actions taken by a properly constituted sub group, or delegated to an individual trustee or to Chief Executive, Head teacher, or Chief Finance Officer, are taken on behalf of the Board of Trustees.

Governance

The Board is accountable for all decisions of the Trust, and the performance of all schools within the Trust. The CEO is accountable to the Board for the performance of the Trust and effective use of public funds. Each LAB and Head teacher is responsible for the performance of their school(s).

The Board of Trustees approves the Scheme of Delegation for the Trust, and this details the committee structure along with terms of reference and membership, and outlines who is able to make what decisions (including approving policies). The Scheme of Delegation is reviewed at least annually. The Scheme of Delegation allows for the Trustees to vary the delegation to each LAB or office holder in response to the performance of and risk associated with that school.

Each sub group/committee (such as Board) elects its own chair and determines its detailed working arrangements within the framework set by the Scheme of Delegation. The RPT Board selects the LABs Chair.

	Standard delegation								Potential variation
	BoT	LAB	Finances and Resources	CEO	HT	CFOO	Other	Audit, Risk and Compliance	
Appointing / removing Members							Members		
Appointing / removing Trustees (besides CEO)							Members		
Approving the Articles of Association							Members and Sec of State		
Approving a change of name of the Trust							Members		
Appointment of external Auditors							Members		
Appointing / removing the Chair and Vice-Chair of Board of Trustees	✓								
Appointing / dismissing the Gov Prof'l to the Board	✓								
Appointing the Chair of a committee.							Each Sub Group/Committee		
Appointing the Chair of LABs		✓							

Appointing and removing co-opted Trustees	✓								
Establishing additional committees or Working Groups etc. (including Terms of Reference and membership)	✓ for RPT	✓ for LAB							
Approving the Scheme of Delegation (Part 1, 2 and 3)	✓								
Approving the Annual Report and Accounts	✓						Members receive		
Determine whether other school(s) should join, or whether any school(s) should leave, the Trust	✓								
Approving the 'role description' for Trustees/LAB members	✓								

Financial management

The Board is accountable for the financial performance of the Trust, including receipt of all income due to the Trust and for the effective and efficient expenditure of public funds. The Accounting Officer is accountable to the Board and DfE for expenditure of public money and the Chief Finance and Operations Officer leads the finance function to ensure that the financial policies and procedures approved by the Board are implemented consistently. The Board will approve assurance work to verify that these controls operate appropriately.

It is expected that the budget setting and budget monitoring processes are a combination of 'bottom up' and 'top down' processes – i.e. the Board would set the approach to central service charge and the delegated funds for each school (which would be expected to be the remainder

of the funds provided for that school via the GAG and other government funding streams), each school would then develop a budget within its delegated funds in conjunction with the CFOO and CEO, and the overall budget for the Trust would then be approved by the Board. Budget monitoring would similarly be undertaken at school and Trust level and reported to CFOO/CEO, LABs and the Board throughout the year, with a focus upon any potential variances and actions required to ensure that expenditure is within approved levels.

The Accounting Officer is accountable to the Board for compliance of the Trust with the Funding Agreements and the Academies Financial Handbook; the CFOO is responsible for ensuring this compliance.

	Standard delegation								**Potential variation**
	BoT	**LAB**	**Finances and Resources**	**CEO**	**HT**	**CFOO**	**Other**	**Audit, Risk and Compliance**	
Maintaining a register or pecuniary and business interests of staff, LAB Governors, trustees and members						✓ for Staff	GP for BoT / Members		
Approving financial procedures (including treasury and accounting policies)	✓		✓						
Approving programme of extended assurance								✓	
Approving actions following external audit recommendations / findings	✓							✓	
Approving banking arrangements			✓						

Approving the approach to cross-charging / central service charge	✓								
Approving the budget each financial year in accordance with DfE timeframes (including use of any historic accumulated reserves)	✓								
Approving the submission of applications for revenue or capital grants	✓		✓						
Approving applications for business / procurement processing			✓			✓			
Submitting HMRC returns as required						✓			
Authorising expenditure for approved budgets, where financial procedures (such as procurement) have been followed							As set in financial procedures		Alter level of financial authority of Headteacher
Approving procurement waivers							As set out in financial procedures		Alter level of financial authority of Headteacher
Approving the use of a projected in year underspend (vs approved budget)			✓						Board to retain final decisions

Approving virements between budgets							As set out in financial procedures		Alter level of financial authority of Headteacher
Approving expenses							Line manager for staff, BoTs Chair for CEO		Alter level of financial authority of Headteacher
Approving any disposal of non-land assets							As set out in financial procedures		Alter level of financial authority of Headteacher
Approving any writing off of debts							As set out in financial procedures		Alter level of financial authority of Headteacher
Entering into or granting a freehold or leasehold interest in land	✓		✓						
Investigating potential financial irregularities (not involving CEO, HT or CFOO)				✓				✓	
Investigating financial irregularities (involving CEO, HT or CFOO)	✓							✓	

HR / Staffing

For Head teachers, the Articles require that Trustees appoint a Head teacher, but it is expected that the selection panel would include the CEO, LAB Governors and Trustees, and that this selection panel would make a recommendation to the Trustees about whether to appoint and, if so, who. Similarly, Headteacher performance management would involve the CEO with Trustee/LAB Governor involvement, with a salary recommendation to Trustees. Trustees, seeking input from an external advisor, would undertake CEO performance management.

For Leadership and TLR posts, it is expected that any posts that become vacant would be discussed by the Trust SLT to consider the needs of the school and the overall trust. It would be the CEO's decision about whether to recruit for the same or a different post, and to instigate any consequent changes to budgets. Head teachers would make recruitment decisions for other staff within their schools, with an expectation that they would – through Trust SLT – collaborate with other schools to ensure a staffing structure that is as effective, efficient, and resilient as possible; this may include establishing new joint posts across two or more schools.

For other HR decisions, the principle is that Head teacher should generally make decisions where they affect that school only. The CEO where they affect the overall Trust, with LAB Governors and Trustees involved for decisions regarding leadership posts or staff in Head teacher posts makes decisions.

	Standard delegation								Potential variation
	BoT	**LAB**	**Finance and Resources**	**CEO**	**HT**	**CFOO**	**Other**	**Audit, Risk and Compliance**	
Approving the staffing establishment for the Trust			✓						
Approving the staffing establishment for a school		To advise Finance and Resources	✓						Require Board approval
Appointing the CEO and CFOO	✓								

Appointing Head teachers	✓	✓		Involved					
Performance management of the CEO	✓								
Performance management of the Headteacher (including salary)	✓	To advise trustees		✓					SIP involved
Performance management of the CFOO				✓					
Approving the commencement of recruitment for posts on Leadership scale, TLR 1 or 2 scales, or support staff on the Leadership Team of a school				✓					
Approving the commencement of recruitment for posts other than posts appointed by the Board or CEO that are within the approved staffing establishment (i.e. like for like replacements or approved new posts)				Involved	✓				CEO decision
Appointing staff who directly report to the CEO or Headteacher			✓	✓					
Appointing other teaching staff (including ECTs)					✓				CEO decision
Appointing other support staff		Involved		✓ Trust	✓ School		CFOO involved as necessary		CEO decision

Authorising payroll provision						✓	CFOO		
Authorising payroll						✓			
Initiating a review of staffing structures / arrangements				✓	✓			✓	CEO or HT to initiate as appropriate (CEO approval if include Leadership / TLR posts)
Approval to implement changes to staffing structures / arrangements	✓	✓		✓					Board if include redundancies within Leadership / TLR; Finance and Resources if include other redundancies; CEO if no redundancies
Suspending or dismissing the CEO, CFOO or a Headteacher	✓								
Suspending staff besides the CEO, CFOO or a Headteacher				Involved	✓				
Dismissing staff besides the CEO, CFOO or a Headteacher				✓ if Leadership / TLR	✓		This includes during probation period		

Approving any leaving payments (redundancy, dismissal, early retirement) in accordance with trust policy				✓	✓		Report to Finance and Resources as appropriate	✓	CEO decision

Educational provision and student matters

It is expected that the LAB and Headteacher will determine the educational provision and student matters, with accountability to the CEO, Exec. Director of Schools and Board for progress and performance of students. The LAB will recommend targets to the Board.

	Standard delegation								**Potential variation**
	BoT	**TA LAB**	**Finance and Resources**	**CEO / AO**	**HT**	**CFOO**	**Other**	**Audit, Risk and Compliance**	
Propose and determine changes to the school age-range, or the addition / removal or nursery or SEN provision	✓								
Approving the school day and year	✓			✓	✓				Board finalise these decisions
Excluding a pupil (fixed term)		✓		Notified	✓				May require CEO involvement
Excluding a pupil (permanently)		✓		Notified	✓				May require CEO involvement

Consulting on and determining an admissions statement for the school		✓							Board finalise the decision
Objecting to a SEN Statement / EHCP naming the school		✓		Notified	✓				CEO decision or require CEO involvement
Approving any actions required following any external assessments of school performance	✓	✓		Notified					
Approving the attendance, progress and attainment targets for the school	✓ Approve	✓ Review		✓ Propose					Board finalise the decision

Appendix 9: Summary of financial delegations

Role	Bank forms and government returns	BACS Approval *	Purchasing, Procurement and Contract Processing	Budget / Virements
Board of Trustees	- Approve government returns - Approve banking arrangements (and mandates for Trust account(s))		- Chair: Approve expenses of the CEO - Approve all orders and contracts above valued delegated to CEO or Finance and Resources Committee - Approve waivers requiring the specified number of quotations / tenders for contracts of any value - Approve annual staffing establishment	- Approve and monitor budget - Approve virements over values delegated to Trust Finance and Resources Committee
Finance and Resources Committee	- Approve bank mandates		- Approve school staffing establishment - Approve orders and contracts between CEO level and £250k - Approve any necessary procurement waivers for urgent contracts for the same values as for orders and contracts	- Monitor revenue and capital budgets - Approve virements up to £50k
Chief Executive		BACS approver / signatory	- Approve purchase orders and contracts up to £50k - Approve staff expenses - Authorise new starts / payroll amendments - Approve establishment of new temporary staff posts	- Approve unlimited staff budget virements - Approve virements up to £20k for other budgets
Head teacher/ Head of School / Deputy		BACS approver / signatory	- Authorise monthly payroll	
CFOO	- Prepare and submit returns (inc VAT)	BACS approver / signatory	- Approve purchase orders up to £10k - Certify goods receipt and authorise invoices for payment** - Authorise monthly payroll***	

* All BACS approval must have two signatories. These provisions apply to all accounts, public or private, operated by or on behalf of the Trust. Authorised signatories must not sign a cheque / authorise a payment relating to goods or services for which they have also authorised the expenditure.
** Any person who receives goods and certifies invoices for payment shall be independent of tHTe who negotiated prices and terms and placed the official order
*** There needs to be a separation of duties between processing payroll adjustments and authorising payroll; if the CFOO is to process adjustments then authorisation needs to be by a HT/DH.

Appendix 10: Policy Grid

Information taken from DfE Academy Trust Governance Guidance (2026):

Policy	Location	Review cycle	Responsibility for review	Approval level
Admission Arrangements	Admissions Policy and admissions arrangements (school website)	Annually	Head teachers/CEO	BoT
Charging and Remissions	Charging and Remissions policy (Trust website)	Recommended Annually	CFOO	BoT
Careers (secondary education)	Careers Policy (school website)	Recommended Annually	CFOO	BoT
Data Protection	Data Protection Policy (Trust website)	Recommended Annually	DoCID	BoT
Protection of biometric information	Protection of biometric information Policy (Trust website)	Recommended Annually	DoCID	BoT
Register of pupils' admission to school and attendance	School admin teams hold securely	Live document	Head teachers	For Board to assure.
School information published on website	Website	Live documents	Head teachers	For Board to assure.
School Complaints (including vexatious complaints)	Complaints Procedure (Trust website)	Recommended Annually	CEO	BoT
Capability of Staff	Brent Capability Policy and procedures (Trust website)	Recommended Annually	CFOO	BoT

Early Career Teachers (ECTs)	ECT and NQT Induction Policy (Trust website)	Recommended Annually	Head Teachers	BoT
Staff discipline, conduct and grievance	Staff disciplinary and grievance procedures (Trust website)	Recommended Annually	CFOO	BoT
Single Central Record of recruitment	HR hold securely	Live document	CFOO/ EDOS	For Board to assure.
Statement of procedures for dealing with abuse against members of staff	Managing Allegations Policy (Trust website) Low Level Concerns Policy	Recommended Annually	CFOO/ EDOS	BoT
Teachers Pay		Annually	CFOO	BoT
Child Protection Policy and procedures	Safeguarding and Child Protection Policy (school website)	Annually	EDOS/SSL (Senior Trust Safeguarding Lead)	BoT
Children with health needs who cannot attend school	Children with health needs who cannot attend school Policy (website)	Recommended Annually	EDOS	BoT
Early Years Foundation Stage (EYFS)	Early Years Policy (school and Trust website)	Varies	Headteachers	BoT
SEND	SEND Policy (school website)	Annually	EDOS	BoT
Supporting pupils with medical conditions	Children with medical conditions Policy (Trust website)	Recommended Annually	EDOS	BoT
Relationships Education and Relationships and Sex Education	Relationship, Health and Sex Education Policy (Trust website)	Recommended Annually	Head teachers	BoT

Behaviour in Schools	Behaviour policy (Trust website)	Recommended Annually	DoIT	BoT
Behaviour Principles statement	Included in Behaviour Policy	Recommended Annually	DoIT	BoT
School Uniform	School Uniform Policy (on school websites)	Recommended Annually	EDOS	BoT
School Exclusion	Exclusion Policy (Trust website)	Recommended Annually	EDOS	BoT
School Food	School Food Policy (on school websites)	Recommended Annually	EDOS	BoT
Health and Safety	Health and Safety Policy (Trust website)	Annually	CFOO	BoT
First Aid in Schools	Included in Supporting pupils with medical conditions policy (Trust website)	Recommended Annually	EDOS	BoT
Premises management documents		Live documents	CFOO	For Board to assure.
Equality information and objectives	Equality and Diversity Policy (Trust website)	Every 4 years	EDOS	BoT
Sustainability and Climate Action Plans	Sustainability and Climate Action Plans In Education	Recommended Annually	EDOS	BoT to approve (presented to LABs).
Governor allowances		Recommended Annually		BoT
Register of business interests		Live document	Governance Professional	For Board to assure.

Where a policy is overdue for review, the Full Board of Trustees have confirmed that the current policies continue (as previously approved by RPT Trustees), with an extended period to the next review.