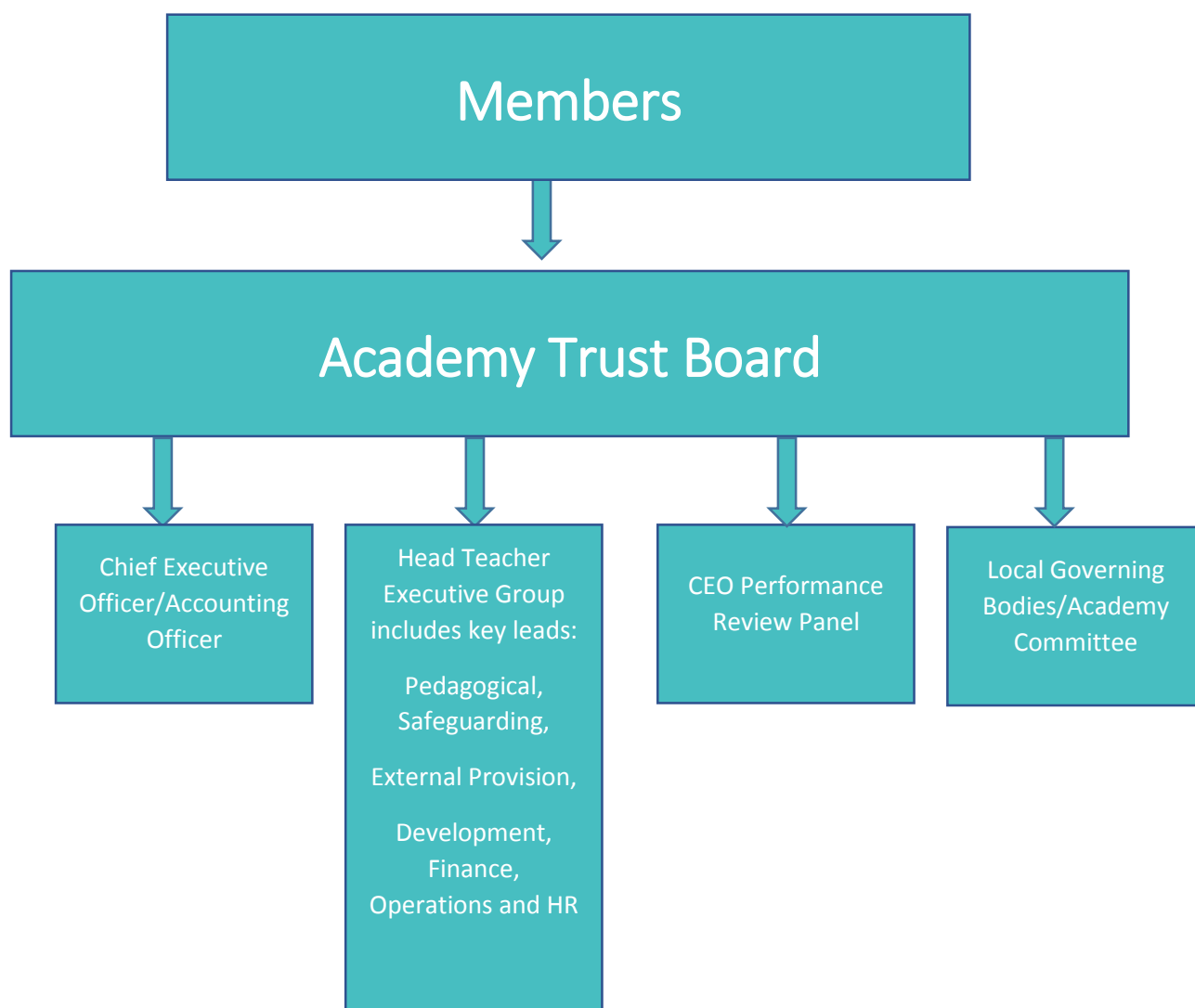


## RAEDWALD TRUST REVISED SCHEME OF DELEGATION JUNE 2018



- The board of trustees is responsible for the three core governance functions.
- The board of trustees appoint the chief executive (CEO), to whom it delegates responsibility for delivery of its vision and strategy, and will hold the CEO to account for the conduct and performance of the trust, including the performance of the academies within the trust, and for its financial management.
- In turn, the CEO line manages other senior executives and the academies' Head Teacher, setting their targets and performance managing them.
- The board delegates some of its school level monitoring and scrutinising functions to local governing bodies, and uses these to promote stakeholder engagement and as a point of consultation and representation. Trustees can link to a local governing body (LGB) and the CEO will seek input from the chair of the LGB when undertaking the Head Teacher's performance management.

- As the Head Teacher is being line managed by the CEO, the LGB no longer carries out the governance function of holding the Head Teacher to account. However they must be confident that the trust's performance management systems are working well, and if not, how they can make the trust aware of their concerns. This arrangement will also affect the LGB's role in Ofsted inspections.

## Roles and Responsibilities

### The role of the members

The members of the trust are guardians of the governance of the trust and as such have a different status to trustees. Originally they will have been the signatories to the memorandum of association and will have agreed the trust's first articles of association (the legal document which outlines the governance structure and how the trust will operate). The articles of association will also describe how members are recruited and replaced, and how many of the trustees the members can appoint to the trust board. The members appoint trustees to ensure that the trust's charitable object is carried out and so must be able to remove trustees if they fail to fulfil this responsibility. Accordingly, the trust board submits an annual report on the performance of the trust to the members. Members are also responsible for approving any amendments made to the trust's articles of association.

There must be at least three members, although the DfE prefer at least five, and while members are permitted to be appointed as trustees, in order to retain a degree of separation of powers between the members and the trust board, and in line with DfE expectations, not all members should be trustees. Members are not permitted to be employees of the academy trust. The members for Raedwald Trust are highlighted on the Trust website. Currently there are 3 members but we are hoping to recruit a further 2 members in the next few months.

### The role of the trustees

The MAT is a charitable company and so trustees are both charity trustees (within the terms of section 177(1) of the Charities Act 2011) and company directors. Because trustees are bound by both charity and company law, the terms 'trustees' and 'directors' are often used interchangeably.

The trustees are responsible for the general control and management of the administration of the trust, and in accordance with the provisions set out in the memorandum and articles of association and its funding agreement, it is legally responsible and accountable for all statutory functions, for the performance of all schools within the trust, and must approve a written scheme of delegation of financial powers that maintains robust internal control arrangements. In addition it must carry out the three core governance functions:

1. Ensure clarity of vision, ethos and strategic direction
2. Hold the executive to account for the educational performance of the trust's schools and their pupils, and the performance management of staff
3. Oversee the financial performance of the trust and make sure its money is well spent

The board of trustees has the right to review and adapt its governance structure at any time which includes removing delegation. The names of the Trustees of Raedwald Trust are highlighted on the website.

### **The role of trust board committees**

The trustees may establish committees to carry out some of its governance functions which may include making decisions, although any decisions made will be deemed decisions of the trust board. The membership and responsibilities of board committees are set out in the committee's terms of reference. It is usual for the trust board to appoint board committee chairs and committee members according to their skills.

Please note that currently the Raedwald Trust has a small number of committees, but this will be reviewed again in December 2018.

The Academies Financial Handbook 2017 makes it clear that the board of trustees 'should have a finance committee to which the board delegates financial scrutiny and oversight'. In trusts with income above a certain level, there must also be a separate audit committee.

### **The role of the chief executive officer (CEO)**

The CEO has the delegated responsibility for the operation of the trust including the performance of the trust's academies and so the CEO performance manages the academy Head Teachers. As there is the delegation of some governance functions to academy committees, this is usually with the academy committee chair alongside.

The CEO is the accounting officer so has overall responsibility for the operation of the academy trust's financial responsibilities and must ensure that the organisation is run with financial effectiveness and stability; avoiding waste and securing value for money.

The CEO leads the executive management team of the academy trust. The CEO will delegate executive management functions to the executive management team and is accountable to the trust board for the performance of the executive management team.

The substantive CEO for Raedwald Trust joins on 1 September 2018.

### **The role of the local governing bodies**

The trustees establish local governing bodies to carry out some of its school level governance functions. The trustees will appoint the chair, and ensure that two parents are elected to the LGB.

Typically, delegated functions may include:

- Building an understanding of how the school is led and managed
- Monitoring whether the school is:
  - Working within agreed policies
  - Is meeting the agreed targets
  - Managing its finances well
- Engaging with stakeholders
- Being a point of consultation and representation
- Reporting to the board

As a committee of the board, delegation can be removed at any time. Details of the Local Governing Bodies can be seen on the Academy Websites.

### The role of the academy Head Teacher

The academy Head Teacher is responsible for the day to day management of the academy and is managed by the chief executive or executive principal but reports to the LGB on matters which have been delegated to it which may include an element of monitoring and scrutiny of the school's management processes. Details of the academy Head Teachers can be found on the individual academy websites.

N.b. the Scheme of Delegation will be reviewed again in December 2018.

Key	
Column 1:	Members
Column 2:	Board of trustees of the multi academy trust
Column 3:	Chief executive officer
Column 4:	Head Teacher Executive Group
Column 5:	Academy Local Governing Body/Committee
Column 6:	Academy Head Teacher
Blue box	Function <b>cannot</b> be legally carried out at this level.
✓	Action to be undertaken at this level
✓	Action to be undertaken at this level
A	Provide advice and support to those accountable for decision making
<>	Direction of advice and support

Area	Decision/Action	Members	Trust Board	CEO	Head Teacher Executive Group	Academy LGB	Academy Head Teacher
People	Members: Appoint/Remove	✓					
	Trustees: Appoint/Remove	✓					
	Role descriptions for members	✓					
	Role descriptions for trustees/chair/specific roles/committee/governors: agree		✓	<A			
	Parent trustee/committee/governor: elected		✓			✓	
	Board committee chairs: appoint and remove		✓	<A			
	LGB chairs: appoint and remove		✓	<A			
	Clerk to board: appoint and remove		✓				
	Clerk to LGB: appoint and remove		✓			✓	
Systems and structures	Articles of association: review and agree	✓	<A	<A			
	Governance structure (committees) for the trust: establish and review annually		✓	<A			
	Terms of reference for board committees and scheme of delegation for academy committees: agree annually		✓	<A			
	Skills audit: complete and recruit to fill gaps		✓	<A>		✓	A
	Annual self review of trust board and committees: complete annually		✓				
	Annual self review of LGBs: complete annually					✓	
	Chair's performance: carry out performance		✓			✓	

Area	Decision/Action	Members	Trust Board	CEO	Head Teacher Executive Group	Academy LGB	Academy Head Teacher
Systems and structures	review periodically						
	Trustee / LGB contribution: review annually		✓			✓	
	Succession: plan		✓	<A>		✓	A
	Annual schedule of business for trust board: agree		✓	<A	✓		
	Annual schedule of business for academy committee: agree			A>		✓	A
Reporting	Publication on trust and schools' websites of all required details on governance arrangements: ensure		✓	<A		✓	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 LGB: submit to trust and publish					✓	A
	Determine trust wide policies which reflect the		✓	<A			

Area	Decision/Action	Members	Trust Board	CEO	Head Teacher Executive Group	Academy LGB	Academy Head Teacher
Being Strategic	trust's ethos and values (facilitating discussions with unions where 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: approve						
	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 indicators (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	A	✓
	Chief executive officer: appoint and dismiss	✓	A				
	Academy Head Teacher: appoint and dismiss			✓		<A	

Area	Decision/Action	Members	Trust Board	CEO	Head Teacher Executive Group	Academy LGB	Academy Head Teacher
	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
Holding to account	Auditing and reporting arrangements for matters of compliance (e.g. 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 Head Teacher: undertake			✓		A	
	Trustee monitoring: agree arrangements		✓	<A			
	LGB monitoring: agree arrangements					✓	A
	LGB overall performance monitoring: agree		✓	<A			



Area	Decision/Action	Members	Trust Board	CEO	Head Teacher Executive Group	Academy LGB	Academy Head Teacher
	arrangements						
Ensuring financial probity	Appoint Chief financial officer for delivery of trusts detailed accounting processes		✓	<A			
	Trust's scheme of financial delegation: establish and review		✓	<A			
	School's scheme of financial delegation: establish and review		✓	<A			
	External auditors' report: receive and respond		✓	<A		✓	A
	CEO pay award: agree		✓				
	Academy Head Teacher pay award: agree		✓	<A		A	
	Staff appraisal procedure and pay progression: review and agree		✓	✓			
	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				✓		

Area	Decision/Action	Members	Trust Board	CEO	Head Teacher Executive Group	Academy LGB	Academy Head Teacher
	Review and approve trust wide procurement strategies and efficiency savings programme		✓				