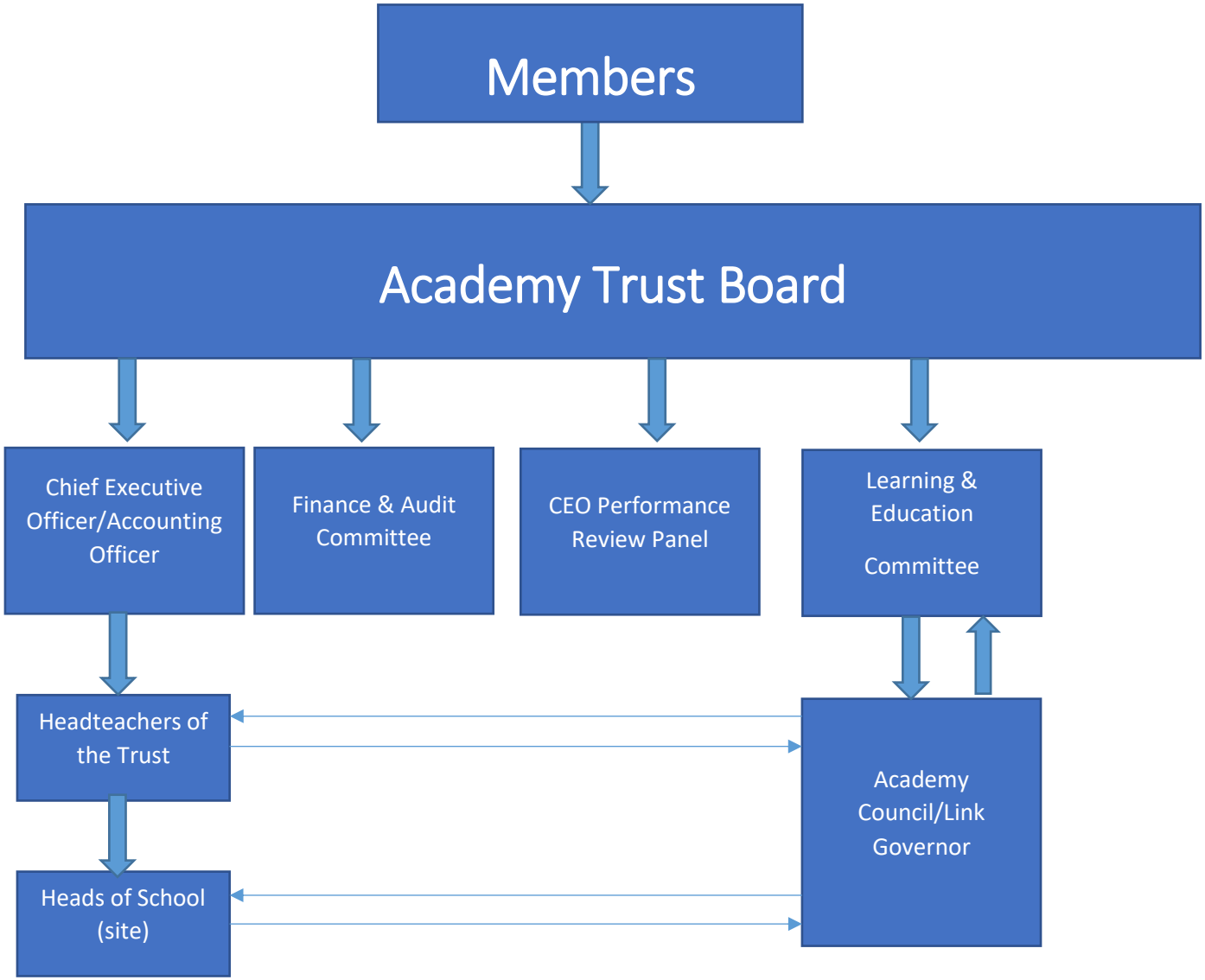
RAEDWALD TRUST

REVISED SCHEME OF DELEGATION JULY 2019



Trustees are the key decision makers of the Learning & Education Committee, but the Academy Councils and Link Governors would be asked to attend, in order to share their views and evidence the support and challenge they are offering to the local academy sites.

The structure is designed to be flexible, and more personalised due to traditional Local Governing Bodies being difficult to establish for lots of small pupil number sites.

Communication between the Trust and the local sites, is key, hence why the Committees would meet on a twice termly basis initially.

There would also be an annual monitoring programme which members of the Committee would be involved in completing with their nominated academy site.

- 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 Trust headteachers, setting their targets and performance managing them.
- The board delegates some of its school level monitoring and scrutinising functions to the sub Committees for Learning & Education and Finance & Audit, as well as the Academy Council/Link Governors, and uses these to promote stakeholder engagement and as a point of consultation and representation. Trustees can link to the sub Committees and local academy sites and the CEO will seek input from link governor/academy council when undertaking the headteacher's performance management.
- As the headteacher is being line managed by the CEO, the sub committee for Learning & Education and the Academy Council/Link Governor 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.

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 from 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 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 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

Please note that currently the Raedwald Trust has a small number of committees, and these will be reviewed again during the academic year 19/20 with a formal review in July 2020.
The current model is to ensure clear oversight of performance of the individual academy sites and that the trust is financially viable and sustainable. The Learning and Education Committee is a new committee which will have Trustees with decision making powers, but attendees will be the Academy Council and Link Governors. Originally, local governing bodies were introduced but not all academies were able to form fully operational governing bodies, hence why there are academy councils and link governors.

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 headteachers. 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 role of the local academy councils

The trustees establish local academy councils where possible, 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. Please note where there are no academy councils for an academy, there are nominated link governors instead.

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 via the Learning & Education Committee

As a committee of the board, delegation can be removed at any time. Details of the Local Academy Councils and/or link governors can be seen on the Academy Websites.

The role of the academy headteacher

The academy headteacher is responsible for the day to day management of the academy and is managed by the chief executive. Details of the academy headteachers can be found on the individual academy websites.

	Decision	Delegation

Key
Column 1: Members
Column 2: Board of trustees of the multi academy trust
Column 3: Finance & Audit Committee
Column 4: Education & Learning Committee
Column 5: Chief Executive Officer
Column 6: Academy Council
Column 7: Academy Headteacher
Blue box Function **cannot** 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

		Members	Trust Board	TB Finance Committee	TB Learning & Education Committee	CEO	Academy Council	Academy Headteacher
Governance framework								
People	Members: Appoint/Remove	✓						
	Trustees: Appoint/Remove	✓	✓					
	Role descriptions for members	✓						
	Role descriptions for trustees/chair/ specific roles/committee/council members: agree		✓			<A		
	Parent trustee/committee/council member: elected		✓				✓	
	Board committee chairs: appoint and remove		✓	✓	✓	<A		
	Academy committee/council chairs: appoint and remove		✓			<A		
	Clerk to board: appoint and remove		✓					
	Clerk to academy committee/council: 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		✓					

Systems and structures	Annual self review of academy committees/councils: complete annually						✓	
	Chair's performance: carry out 360 review periodically		✓				✓	
	Trustee / academy committee/council member contribution: review annually		✓				✓	
	Succession: plan		✓			<A>	✓	A
	Annual schedule of business: agree		✓	✓	✓	<A		
	Annual schedule of business for academy committee/council: agree					A>	✓	A
Reporting								
Reporting	Publication on trust and schools' websites of all required details on governance arrangements: ensure		✓	✓	✓	<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		<A		
	Annual report on work of academy committee/council: submit to trust and publish						✓	A
Being Strategic								
	Determine trust wide policies which reflect the trust's ethos and values (facilitating discussions with unions where appropriate) including: admissions; charging		✓	✓	✓	<A		

Being Strategic	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>		✓
	Cost Sharing: agree		✓	<A		<A		
	Management of risk: establish register, review and monitor		✓	<A	<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>		✓
	Chief executive officer: appoint and dismiss		✓					
	Academy headteacher : appoint and dismiss		✓	<A		<A		
Being Strategic	Budget plan to support delivery of trust key priorities: agree		✓	<A		<A		
	Budget plan to support delivery of school key priorities: agree					✓	A	A

	Trust's staffing structure: agree		✓	<A		<A		
	School staffing structure: agree					✓		A
Holding to account								
Holding to account	Auditing and reporting arrangements for matters of compliance (e.g. safeguarding, H&S, employment): agree		✓	✓	✓	<A		
	Reporting arrangements for progress on key priorities: agree		✓	<A	<A	✓		
	Performance management of the Chief Executive Officer: undertake		✓					
	Performance management of academy principal : undertake		✓					
	Trustee monitoring: agree arrangements		✓			<A		
	Academy council member monitoring: agree arrangements						✓	
	Academy council overall performance monitoring: agree arrangements		✓			<A		
Ensuring financial probity								
Ensuring	Chief financial officer for delivery of trusts detailed accounting processes: appoint		✓	<A		<A		
	Trust's scheme of financial delegation: establish and review		✓	✓		<A		

financial probity	School's scheme of financial delegation: establish and review			✓		<A>		✓
	External auditors' report: receive and respond		✓	<A		<A>		✓
	CEO pay award: agree		✓					
	Academy principal pay award: agree		✓	<A>		<A>		
	Staff appraisal procedure and pay progression: review and agree		✓			A>		✓
	Benchmarking and trust wide value for money: ensure robustness			✓				
	Benchmarking and academy value for money: ensure robustness							✓
	Develop trust wide procurement strategies and efficiency savings programme					✓		
	Review and approve trust wide procurement strategies and efficiency savings programme			✓				