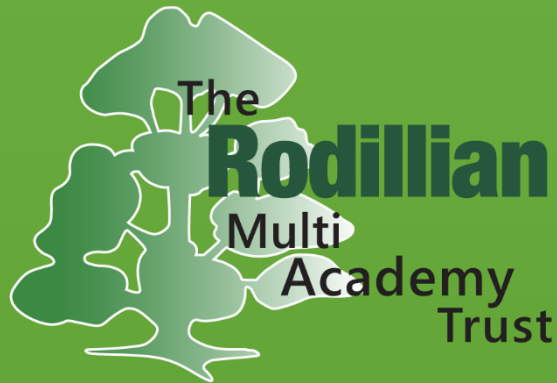




Scheme of Delegation Local Review Boards

September 2016



Scheme of Delegation for Local Review Boards

Introduction

The Rodillian Multi Academy Trust's (RMAT) board of Trustees is accountable in law for all decisions about its academies. However, this does not mean that the board is required to make all the decisions itself. Many decisions can and should be delegated including to the CEO, board committees and Local Review Boards. It is vital that the decision to delegate a function is made by the full board of Trustees and is recorded. Without such formal delegation, the individual or committee has no power to act.

What functions the board decides to delegate will vary depending upon the size of RMAT and the way in which its leadership is structured, often taking into account shared ethos, geographical spread and the number of pupils in RMAT's Academies. As a general rule, the larger the MAT, the more likely the need will be to delegate to governance committees. It is also possible for RMAT to mix models, for example delegating to both Local Review Boards and cluster governing committees.

Once determined the Scheme of Delegation must be published on the Trust and its Academies websites

Governance and management in groups of Academies is complex and so the scheme of delegation need not detail every single decision that will need to be made, but seeks to demonstrate the principals which determine the lines of accountability so it is clear where certain decision making should lie.

The purpose of a scheme of delegation

A scheme of delegation (SoD) is the key document defining which functions have been delegated and to whom. It should be a simple yet systematic way of ensuring members, Trustees, committees (including Local Review Boards), executive leadership and academy heads are clear about who has responsibility for making which decisions in the Trust. This overarching SoD covering all decision making in the Trust should not be confused with the written scheme of delegation of financial powers referred to in the Academies Financial Handbook.

Deciding what to retain at Trustee level and what to delegate will vary from Trust to Trust. The detail will not be set out in the articles of association, the MAT's governing document. This is why it is critical that MATs agree a SoD that explicitly establishes who makes which decisions, and ensures this is clear to both all those within the MAT, as well as to the governing bodies of schools potentially looking to join.

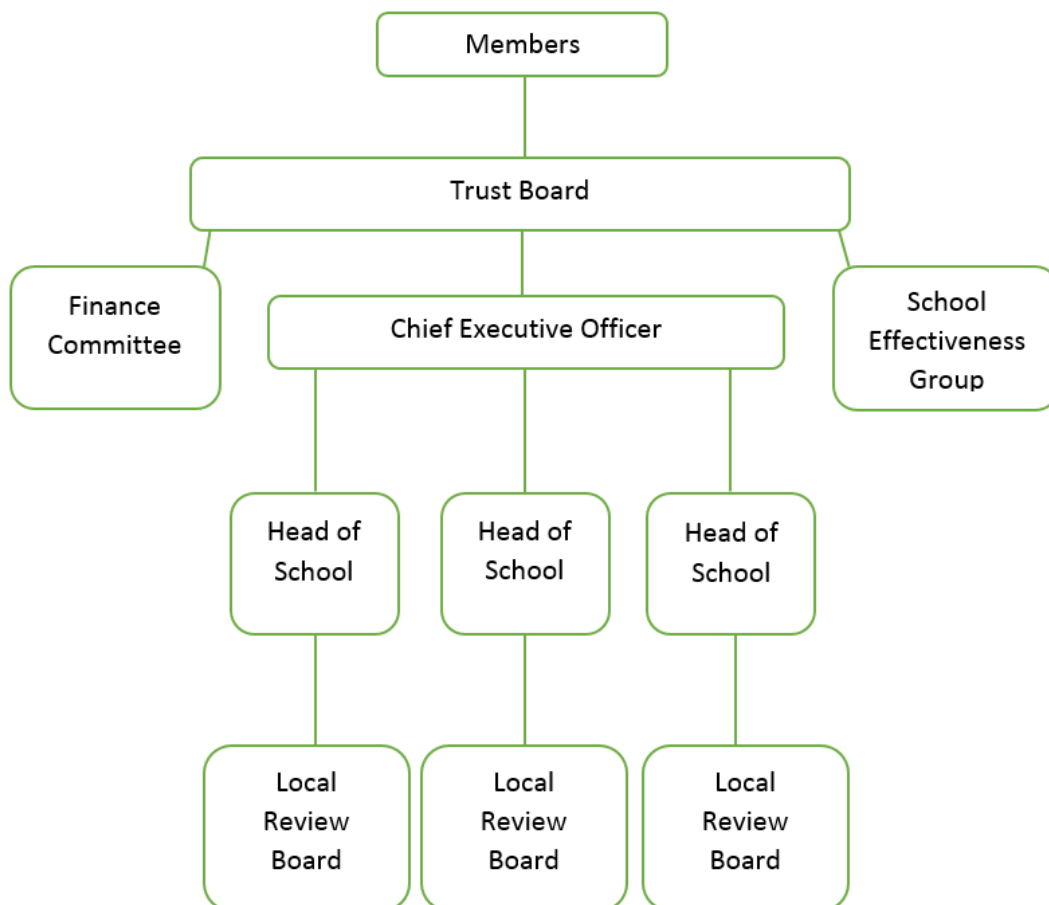
Governing bodies may opt to join RMAT with the agreement they will be retained as a Local Review Board by the Trust. It needs to be clearly understood by all parties that this is subject to future change. The Trust board will always have the power to appoint and remove committees at any point, whether it be a committee of the Trust board, or a cluster committee, or Local Review Board (LRB), often referred to as a local governing body or LGB. Although the LRB may be retained as a committee of the Trust board, its decision making powers may well be very different to those it had as a local authority maintained school governing body. In some cases these may be much reduced or even non-existent (which is not to say that the Local Review Board does not have a role, but it will be different).

A detailed yet clear SoD can help prevent confusion from arising before any misunderstanding arises which has the propensity to lead to a loss of trust and damaged working relationships.

Review and adapt

As RMAT matures and grows the workings of RMAT, both in terms of governance and management are likely to change. The SoD will be reviewed annually, with revisions made as the context changes, if necessary each year. This is not a failure, but recognition of the need to be responsive to changing circumstances and to adapt accordingly. It is, however, important to ensure that all involved in RMAT governance are made aware of any changes and what these mean in practice.

Model Local Review Boards



Governance structure and lines of accountability

The board of Trustees of RMAT delegate responsibility for delivery of the vision and strategy to the lead professional of RMAT, who is increasingly being termed a chief executive officer (CEO). The RMAT board will hold the CEO to account for the performance of the Trust, including the performance of the academies within the Trust. The CEO in turn holds other senior executives to account by line managing them. While the board cannot ever delegate its accountability, it can and

must delegate some of the detailed scrutiny, oversight and decision making. The size of RMAT will determine if any decision making functions are delegated to cluster or Local Review Boards.

In this Scheme of Delegation (SoD) the Trust board delegates responsibility for the day to day operation and performance of the Trust, including the performance of the academies within the Trust, to the chief executive officer (CEO).

This means that as the CEO is accountable to the board for the performance of the Trust as a whole, the CEO will report to the board on the performance of the Trust including on the performance of the Trust's Academies.

The CEO is performance managed by the Trust board. The CEO performance manages the academy Heads.

At Academy level are LRB's who understand how the Academy is led and managed, act as the eyes and ears of the Academy and its community and have a role in influencing decision making. They will have a direct link to the Trust board should concerns need to be raised.

The Trust board is permitted to exercise all the powers of the Academy Trust. The Trust board will delegate to the chief executive responsibility for the day to day operations of the Trust. The Trustees can determine whether to delegate any governance functions.

The Trust has the right to review and adapt its governance structure at any time which includes removing delegation.

Key

- ✓ 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	Function	Delegation				
		Members	Trust Board	Exec Head/CEO	Academy Head	Local Review Board
The governance framework						
People	Members: Appoint/Remove	✓				
	Trustees: Appoint/Remove	✓				
	Role descriptions for members	✓				
	Role descriptions for Trustees/chair/specific roles/committee members: agree		✓			
	Parent Trustee/ Local Review Board member:		✓			✓
	Local Review Board chairs: appoint and remove		✓	A		
	Clerk to board: appoint and remove		✓			
Systems and structures	Articles of association: agree and review	✓	A	A		
	Governance structure (committees) for the Trust: establish and review annually		✓	A		
	Terms of reference for Trust committees (including audit if required, and scheme of delegation for Academy committees): agree and review annually		✓			
	Terms of reference for Local Review Board: agree and review annually		✓			
	Skills audit: complete and recruit to fill gaps		✓			✓
	Annual self-review of Trust board performance: complete annually		✓			
	Chair's performance: carry out 360 review periodically		✓			✓
	Trustee contribution: review annually		✓			

Area	Function	Delegation				
		Members	Trust Board	Exec Head/CEO	Academy Head	Local Review Board
	Local Review Board members' contribution: review annually		✓			✓
	Succession: plan		✓	A		
	Annual schedule of business for Trust board: agree		✓	A		
	Annual schedule of business for committees: agree		✓	A		
	Annual schedule of business for Local Review Board: agree		✓	A		✓
Reporting	Trust governance details on Trust and academies' websites: ensure		✓	A		
	Academy governance details on academy website: ensure			✓	A	✓
	Register of all interests, business, pecuniary, loyalty for members/Trustees/committee members: establish and publish		✓	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		✓			

Area	Function	Delegation				
		Members	Trust Board	Exec Head/CEO	Academy Head	Local Review Board
	Annual report on work of Local Review Board: submit to Trust and publish		✓		A	✓
Being strategic						
Being strategic	Determine Trust wide policies which reflect the 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		✓	A		
	Determine Academy level policies which reflect the Academy's ethos and values to include e.g.; SEND; safeguarding and child protection; curriculum; behaviour: approve				✓	A
	Central spend / top slice: agree		✓	A		
	Management of risk: establish register, review and monitor		✓	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		
	Academy vision and strategy, agreeing key priorities and key performance indicators (KPIs) against which progress towards achieving the vision can be measured: determine				A>	✓

Area	Function	Delegation				
		Members	Trust Board	Exec Head/CEO	Academy Head	Local Review Board
	Chief Executive Officer: Appoint and dismiss		✓			
	Academy Heads: Appoint and dismiss			✓		
	Budget plan to support delivery of Trust key priorities: agree		✓	A		
	Budget plan to support delivery of Academy key priorities: agree				✓	A
	Trust's staffing structure: agree		✓	A		
	Academies' staffing structure: agree			A>	✓	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		
	Performance management of the Chief Executive Officer: undertake		✓			
	Performance management of academy heads: undertake			✓		
	Trustee monitoring: agree arrangements		✓	A		

Area	Function	Delegation				
		Members	Trust Board	Exec Head/CEO	Academy Head	Local Review Board
	Local Review Board member monitoring: agree arrangements		✓		✓	A
Ensuring financial probity						
Ensuring financial probity	Chief financial officer for delivery of Trusts detailed accounting processes: appoint		✓	A		
	Trust's scheme of financial delegation: establish and review		✓	A		
	Academies scheme of financial delegation: establish and review		✓	A		
	External auditors' report: receive and respond		✓	A		
	CEO pay award: agree		✓			
	Academy head pay award: agree			✓		
	Staff appraisal procedure and pay progression: monitor 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				✓	