



Scheme of Delegation



Approved by Trust Board
March 2020

About this Scheme of Delegation

This Scheme of Delegation outlines the delegated responsibilities between the key governance tiers within Rodillian Multi Academy Trust – the Trust Board, Executive Team, Heads of School and Local Review Boards. This Summary is written according to the RACI framework, outlining who is **responsible** for delivery, **accountable**, **consulted** or **informed** in relation to the key delivery areas within the Trust, defined as follows:

- **Responsible** – these are the “doers” of the task. They must complete the task or objective or make the decision. Several people can be either jointly responsible or responsible for delivering a specific aspect of the task. For example, while one person may be responsible for delivering a objective, others may be responsible for monitoring or scrutinising that delivery, or preparing information and reports delivery on that delivery.
- **Accountable** –this person or body is the “owner” of the task. They must sign off or approve when the task, objective or decision is complete. This person or body must make sure that responsibilities are assigned in the matrix for all related activities. There is only one person or body accountable.
- **Consulted** – the individuals or bodies who are active participants who will be consulted as part of the process of completing a task. Their input is required before the task can be completed and signed-off. While those responsible and accountable are not obliged to accept the views put forward, they must be actively considered.
- **Informed** – the individuals or bodies who need to be kept “in the picture.” They need updates on progress or decision, but they do not need to be formally consulted, nor do they contribute directly to the task or decision.

This Summary is designed for use by core governance stakeholders within the Trust and external regulators, including Ofsted and the Education & Skills Funding Agency (ESFA). In line with the requirement outlined in the Academies Financial Handbook, it is also made available on the Trust’s website and can be viewed by parents, community members and the wider public. *The Rodillian Multi Academy Trust is a multi-academy trust and company limited by guarantee number 07990619. Details of Trust Members, Trustees, Executive and Local Review Board members, including business interests and attendance at meetings, can be found on Trust’s website.*

Summary of Governance Structure

Within Rodillian Multi Academy Trust, the overarching approach to delegations for each governance tier is as follows:

- **Members** – Members have responsibility for ensuring the purpose of the Trust is met, determining the Trust’s constitution and governance structure, and appointing and removing Trustees – as outlined in the Department for Education’s (DfE) Governance Handbook, this is a strategic ‘eyes on, hands off’

role. This document sets out areas where the Board delegates functions and as such does not include the roles or responsibilities of the Members.

- **Trust Board** – The Trust Board holds ultimate legal **accountability** for all aspects of operational delivery, as well as being **responsible** for Trust policy and decision-making. The Trustees oversee the management and administration of the Trust and the academies run by the Trust and delegate authority and responsibility to others, including the Executive team and school leadership teams who undertake the day to day management of the academies. Key matters reserved to the Board include strategic direction, vision and values, and approval of the Trust business plan, policies and educational targets.
- **Trust Board Committees** – the Trust Board is supported by four Committees that deliver detailed scrutiny and make delegated decisions on behalf of or make recommendations to the Board. These are the Standards Committee, Finance and Resources Committee, Audit and Risk Committee and Pay, People and Performance Committee.
- **Executive Team** – this is the central team of the Trust consisting of the senior leaders **responsible** for the operational running of the organisation, supporting individual academies with operational matters in order to meet the both the core object of the Trust, to advance education for public benefit, and to achieve strategic targets as set by the Trust Board. The membership of the Executive Team comprises the Executive Headteacher/Accounting Officer, Finance Director and Director of HR. The Accounting Officer may identify and recommend the addition of further members to the Executive Team.
- **Head of School** – the Heads of School within the Trust are **responsible** for all aspects of the day to day running of their setting and operational delivery of school improvement plans
- **Local Review Boards** – At Academy level LRB's will monitor and understand how the Academy is led and managed, be the key link between 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.

In addition to the delegations set out in this document, some functions may be further delegated, for example by the Executive Headteacher to members of the Executive Team or from one of the Heads of School to senior school staff. In line with the Trust's Articles of Association, where any function or power that has been delegated is further delegated, the Board must be informed as soon as is reasonably practicable. The Articles contain further detail on the requirements under the section on Delegation (Article 105 onwards).

Approval and Renewal

The Rodillian Multi Academy Trust Scheme of Delegation will be renewed at least **annually or** so that the roles and responsibilities outlined continually reflect organisational realities

Abbreviations

The following abbreviations are used in the tables below:

- SC - Standards Committee
- FRC - Finance and Resources Committee
- ARC - Audit and Risk Committee
- PPC - Pay, People and Performance Committee

Area of delegated authority	Trust Board	Trust Board Committees	Executive Team	Head of School	Local Review Boards
Trust vision, ethos, strategy and governance					
Set Trust Vision	Accountable for setting and regularly reviewing trust vision	Consulted as part of the annual review	Consulted as part of the annual review	Consulted on setting and Responsible for implementing for academy	Consulted and Responsible for monitoring implementation for academy
Set Trust Strategy	Accountable for setting and reviewing progress against trust strategy	Consulted as part of the annually review and deliver delegated areas	Responsible for implementing trust strategy	Consulted on setting and Responsible for implementing for academy	Consulted and Responsible for monitoring implementation for academy
Set trust operational plan	Accountable for trust operational pan	Responsible for setting work stream priorities	Responsible for setting, implementing, delivering against milestones and reporting on progress	Consulted on setting and Responsible for implementing for academy	Consulted and Responsible for monitoring implementation for academy
Set trust culture and values	Accountable for setting and regularly reviewing culture and values	Consulted	Consulted and Responsible for implementing trust culture and values	Consulted on setting and Responsible for implementing for academy	Consulted and Responsible for monitoring implementation for academy
Set academy improvement plan in line with trust priorities	Accountable for ensuring improvement plans in place	Consulted on improvement plans across the trust (SC)	Responsible for implementation	Responsible for developing and implementing improvement plan	Consulted and monitor improvement plan for academy

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Engage with stakeholder groups including parents	Accountable for responding to views of parents across the trust	Responsible for engaging with relevant stakeholder groups and informed on partnership working across trust (SC)	Responsible for individual academies and whole Trust stakeholder engagement	Responsible for delivering stakeholder engagement in the academy	Responsible for facilitating and responding to views of local stakeholder groups in the academy
Ensure compliance with all relevant legislation	Accountable for ensuring compliance with legislation	Responsible for ensuring Trust complies with legislation	Responsible for delivering of compliance with legislation across all Trust activities	Responsible for delivering in compliance with legislation in academies	Responsible for monitoring compliance with legislation in individual academy
Trust Governance structure, delegations incl. terms of reference	Accountable	Responsible for preparing, reviewing and recommending for committees	Consulted and Responsible for delivering delegations	Responsible for delivering delegations	Responsible for delivering delegations
Nominate safeguarding and SEND lead trustees	Accountable for trustee appointment	Responsible for enabling effective reporting programme and escalating post holder concerns (SC)	Informed	Informed	Informed
Ensure finance skill set on board	Accountable for ensuring skill set on board	Responsible for post holders (FRC/ARC)	Informed	Informed	Informed
Establish and appoint Board Committees	Accountable for board committees	Consulted as part of the annually review	Consulted as part of the annually review	Informed	Informed

Area of delegated authority	Trust Board	Trust Board Committees	Executive Team	Head of School	Local Review Boards
Appoint Committee Chairs including LRBs	Accountable for Committee Chairs	Consulted	Consulted	Consulted for LRB Chair	Consulted for LRB Chair
Establish and appoint Local Review Boards	Accountable for Local Review Boards	Consulted	Consulted	Informed	
Attend trust inspections	Accountable for trust and academy inspection outcomes	Responsible for ensuring academies prepare for Ofsted inspections (SC)	Responsible for attending Ofsted inspections	Responsible for managing Ofsted inspections	Responsible for attending Ofsted inspections
Standards, curriculum and assessment					
Set trust approach to curriculum and assessment, with regard to statutory requirements	Accountable for ensuring statutory requirements around curriculum and assessment are met	Responsible for monitoring and reporting to the Trust Board (SC)	Responsible for setting and reporting on effectiveness of curriculum and assessment strategy	Responsible for delivering curriculum and assessment in academy	Responsible for monitoring curriculum delivery
Develop statutory curriculum policies as required by school(s) (religious education, sex & relationships education, collective worship)	Accountable for approving curriculum policies	Responsible for Monitoring (SC)	Responsible for developing and proposing curriculum policies to Trust Board/ developing framework policies for LRB approval	Responsible for compliance with curriculum policies in academies inc. academy level additions where required	Responsible for monitoring the implementation of relevant curriculum policy
Trust and Academic Targets including for specialist groups	Accountable for targets	Consulted when setting targets.	Responsible for preparing data to inform target setting	Responsible for achieving individual academy targets	Responsible for monitoring the progress of all students towards

Area of delegated authority	Trust Board	Trust Board Committees	Executive Team	Head of School	Local Review Boards
		Responsible for preparing and recommending annual targets and for monitoring performance against targets	process and reporting on progress		agreed age related standards
Self-Evaluation Form	Accountable for overall approach	Responsible for review	Responsible	Responsible for academy SEF	Responsible for monitoring
Deliver careers guidance, with regards to statutory requirements	Accountable for ensuring careers guidance is delivered in line with statutory requirements	Responsible for reviewing careers provision across academies (SC)	Responsible for delivering effective careers guidance	Responsible for delivering careers guidance in academies	Responsible for monitoring the implementation of careers policy
Safeguarding, inclusion and admissions					
Set trust safeguarding practices, with regard to statutory guidance, including appointing designated safeguarding lead (DSL)	Accountable for ensuring compliant safeguarding practices		Responsible for developing and proposing safeguarding policies and practices to Trust Board, and oversight of academies	Responsible for delivering safeguarding in individual academy in line with trust policies and practices	Responsible for monitoring the implementation of safeguarding practice
Set safeguarding policies (safeguarding and child protection, Prevent, looked after children, safer recruitment)	Accountable for approving safeguarding policies		Responsible for developing, implementing and reporting on all aspects of	Responsible for compliance with safeguarding policies in academies	Responsible for monitoring the implementation of safeguarding policy

Area of delegated authority	Trust Board	Trust Board Committees	Executive Team	Head of School	Local Review Boards
			safeguarding policies to Trust Board		
Deliver support for looked after children	Accountable for ensuring best practice for looked after children supported within trust	Responsible for monitoring looked after childrens' outcomes	Responsible for developing, implementing and reporting on all aspects of support for looked after children to SC	Responsible for ensuring high standards of support for looked after children	Responsible for monitoring outcomes for Looked After Children
Monitor pupil premium spend inc. year 7 literacy and numeracy catch-up and other targeted funding	Accountable for ensuring pupil premium spend is spent in line with intended purposes	Responsible for monitoring the delivery and impact of pupil premium spend and outcomes	Responsible for oversight of, and accounting for, pupil premium and catch up spend	Responsible for pupil premium spend in academies	Responsible for monitoring the delivery and impact of plans for targeted funding
Set pupil behaviour policies	Accountable for approving policies	Responsible for reviewing trust's approach to pupil behaviour and exclusions (SC) and receiving reports on exclusions	Responsible for preparing, delivering and reporting on implementation of behaviour policies	Responsible for delivery of behaviour policies in academy	Responsible for monitoring behaviour polices and Responsible for reviewing exclusion decisions by convening and attending discipline panels
Putting in place the Single Central Record (SCR)	Accountable for ensuring each Academy has a SCR which is compliant	Consulted and Informed on major changes to systems and / or procedures	Responsible for undertaking all statutory employment checks and reviewing	Responsible for ensuring SCR is correct and meets	

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			compliance of SCR for the Trust	statutory requirements	
Carry out Statutory Safeguarding Employment (SSE) checks	Accountable for ensuring SSE checks undertaken		Responsible for delivering SSE checks	Responsible for delivering SSE checks	
Set health and safety policies	Accountable for approving health and safety policies	Responsible for review of implementation (PPPC)	Responsible for developing, deliver and report on implementation health and safety policies to Trust Board	Responsible for compliance with health and safety policies in academies	Responsible for monitoring compliance with legislation in individual academy
Set admissions policies	Accountable for approving admissions policies		Responsible for developing and proposing admissions policies to Trust Board	Responsible for compliance with admissions policies in academies	
Keep admission and attendance registers	Accountable for registers being kept			Responsible for keeping registers in academies	
Ensure compliance with SEND Code of Practice	Accountable for ensuring compliance with SEND legislation	Responsible for reviewing trust's approach to SEND (SC)	Responsible for setting trust approach to SEND including policies and SEN Information Reports	Responsible for compliance with SEND legislation in academies	Responsible for monitoring of the support and progress of students with SEND

Area of delegated authority	Trust Board	Trust Board Committees	Executive Team	Head of School	Local Review Boards
Pay, people and performance					
Set approach to staff appointment and dismissal, with regard to statutory requirements and good HR practices	Accountable for ensuring all staff processes are in line with statutory requirements	Responsible for oversight of appointment and dismissal (PPPC)	Responsible for developing, proposing and delivering staff procedures	Responsible for delivering staff procedures in academies	
Set approach to appraisal and performance management	Accountable for trust's overarching approach to appraisal and performance management	Responsible for reviewing trust approach and oversight of senior staff appraisal process (PPPC)	Responsible for developing and proposing approach to Trust Board level		Responsible for monitoring the effective implementation of good practice in appraisal process
Set pay levels, including executive pay	Accountable for trust approach to pay and approving executive pay	Responsible for recommending pay levels to the Trust Board and senior staff (PPPC)			
Set HR policies (appraisal, pay, disciplinary, grievance, capability, safer recruitment)	Accountable for HR policies	Responsible for overseeing and approving HR policies or referring to the Trust Board for approval as appropriate (PPPC)	Responsible for developing and proposing HR policies to Trust Board / PPC	Responsible for compliance with HR policies in academies	
Ensure staff health and wellbeing	Accountable for ensuring good mental health and wellbeing within the Trust and	Responsible for overseeing trust approach to staff wellbeing (PPPC) and	Responsible for planning and delivering activities / training to promote	Responsible for monitoring staff to understand if a mental health or	Informed on policy, processes and systems.

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	that it is in accordance with legislation and / or best practice	guiding towards best practice	wellbeing and good mental health	wellbeing intervention is required	
Appoint senior executive leader as accounting officer	Accountable and Responsible for appointing accounting officer in writing				
Appoint CFO	Accountable and responsible for appointing CFO				
Finance and resources					
Trust budget	Accountable for approving trust budget	Responsible for detailed oversight and recommend to Trust Board (FRC/ A&R)	Responsible for developing and deliver and report on implementation	Responsible for academy budget	Informed
Deliver monthly management accounts and forecasts	Accountable for reviewing management accounts at least six times each year	Responsible for detailed monitoring of performance vs budget (FRC)	Responsible for delivering management accounts and forecasts	Responsible for delivery of management accounts and forecasts	
Manage cash position	Accountable for ensuring trust maintains strong cash position	Responsible for detailed oversight of cash position (FRC)	Responsible for managing and reporting on cash position	Responsible for delivering effective budget control	

Area of delegated authority	Trust Board	Trust Board Committees	Executive Team	Head of School	Local Review Boards
Develop finance policies (charging and remission, procurement)	Accountable for approving finance policies	Responsible for recommending finance policies to Trust Board (FRC)	Responsible for developing and proposing finance policies to Trust Board	Responsible for compliance with finance policies in academies	
Deliver annual report and accounts, with regard to accounts consolidation exercises required by DfE	Accountable for approving annual report and accounts	Responsible for detailed review of annual report and auditors' report (FRC, ARC)	Responsible for delivering annual report and accounts, for Trust Board approval		
Audit, risk and internal controls					
Set delegated authority limits for financial transactions	Accountable for approving financial delegated authorities	Responsible for recommending financial delegated authorities (ARC)	Responsible for developing and proposing delegations to Trust Board, and ensuring adherence across the trust	Responsible for ensuring financial delegated authorities are followed in academy	
Establish controls framework including internal audit	Accountable for oversight of internal controls framework within trust	Responsible for monitoring and review of trust internal controls framework (ARC)	Responsible for internal control framework across trust	Responsible for ensuring internal controls are adhered to in academy	
Appoint external auditor	Accountable for appointing external auditor (with approval by trust Members)	Responsible for receiving reports from external auditors (ARC)	Responsible for identifying and proposing external auditor to Trust Board		

Area of delegated authority	Trust Board	Trust Board Committees	Executive Team	Head of School	Local Review Boards
Manage conflicts of interest and related party transactions	Accountable for ensuring any conflicts and related parties are managed in line with ESFA guidance	Responsible for monitoring any conflicts of interest or related party transactions (ARC)	Responsible for ensuring relevant policies and procedures in trust are followed		
Ensure compliance with ESFA requirements	Accountable for ensuring compliance with ESFA requirements	Responsible for monitoring compliance	Responsible for compliance with ESFA requirements		
Ensure adequate insurance cover is in place	Accountable for ensuring insurance cover in place	Responsible for oversight of insurance arrangements (ARC)	Responsible for procuring insurance	Responsible for ensuring effective insurance cover for school activities	
Maintain risk register	Accountable for ensuring trust maintains risk register	Responsible for detailed oversight of trust risk register (ARC)	Responsible for developing trust risk register implementation and reporting	Responsible for developing academy risk register	

*Rodillian Multi Academy Trust
Approved by the Trust Board
9th March 2020*