



**SCHEME OF DELEGATION  
FOR ACADEMIES**

(April 2019)

## 1. Vision and ethos of the Multi Academy Trust

### Mission Statement

- 1.1 To provide high quality education in a supportive community.

### Vision Statement

- 1.2 To be the first choice for sixth form education, by striving to deliver educational excellence, that responds to the individual learning needs of students.
- 1.3 RLA will seek to provide, all within the objects set out in its Articles of Association:
- (a) An outstanding learning experience for students in any academy within the MAT
  - (b) A culture of high expectations, personal responsibility and high aspirations
  - (c) A diverse 6th form curriculum including a wide range of Academic and Vocational provision
  - (d) Support to students to either enter higher education or work as appropriate to the aims of the student
  - (e) A wide range of enrichment activities
  - (f) A focus on full time, 16 -19 students

### Constitution

- 1.4 Reigate Learning Alliance (RLA) is an Academy Trust incorporated on 10th July 2017 and governed by its Memorandum & Articles of Association.
- 1.5 This scheme of delegation should be considered alongside the Articles and the Academies Financial Handbook. The Articles take precedence in the event of any inconsistency.
- 1.6 RLA has Members and Trustees, and an Academy within RLA has Local Governors on its Local Governing Body (LGB).
- 1.7 A scheme of delegation is the key document defining which functions have been delegated and to whom. It is a simple yet systematic way of ensuring that Members, Trustees, Committees (including LGBs) and Management are clear about who has responsibility for making which decisions in the trust. This overarching scheme of delegation 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.

## 2. Members

- 2.1 The Members shall, by special resolution, appoint such additional Members (other than employees of the Trust) as they think fit.
- 2.2 The Members may by written notice under the Articles remove and replace any member they have appointed.
- 2.3 The Members may by ordinary resolution appoint the Chief Executive and up to 11 other Trustees who the Members hold to account for the work of the Trust, and who have the responsibilities of both charity trustees and company directors.
- 2.4 The Members may by ordinary resolution remove any Trustee.
- 2.5 The Members shall appoint the Auditors and review the Annual Audit Reports and Financial Statements.

## 3. Trustees

- 3.1 The Trustees shall appoint a Chair and Vice-Chair at the first meeting each year.

### Non-delegation

- 3.2 The following are reserved to the Trust and, notwithstanding the powers of delegation in the Articles of Association, may not be delegated:
- (a) Determining the objectives of the Trust.
  - (b) Determining and periodically reviewing the educational character and mission of any school or college within the MAT.
  - (c) Ensuring the solvency any school or college within the Trust and the safeguarding of their assets.
  - (d) Reviewing matters of new policy or variation to existing policy in line with the Trust Policy Review Schedule, except for those non-statutory policies which have been delegated to the Chief Executive and Principal.
  - (e) The final approval of the College's Strategic and Operational Plans.
  - (f) The final approval of the College's Self-assessment Report and Development Plan.
  - (g) The approval of the annual estimates of annual budgets.
  - (h) The approval of the annual estimates of capital expenditure for work authorised by the Trust.
  - (i) The approval of the year-end financial statements.
  - (j) The final approval of the Annual Audit Reports.
  - (k) The acquisition and disposal of property.
  - (l) Borrowing money and, in connection with such borrowing, granting securities or giving guarantees or indemnities.
  - (m) The appointment of standing and ad hoc committees of the Trust.
  - (n) The appointment, and termination of the contracts, of the Principal, Chief Executive and Chief Accounting Officer and the Clerk or the holder of a senior post, other than to a committee of Trustees.
  - (o) The power to determine an appeal in connection with the dismissal of the Chief Executive, Principal, the Clerk or the holder of a senior post, other than to a committee of Trustees.
  - (p) The making, amendment and revocation of terms of reference and structure & procedures for Committees of the Trustees and Local Governors and a Code of Conduct for Trustees and Local Governors. All Committees (except an LGB) must comprise a majority of Trustees.
  - (q) The determination and periodic review of the educational character and mission of the Academy and oversight of its activities.
  - (r) Making arrangements for obtaining the views of staff and students on the quality of educational provision within the Academy, and for periodic review of the educational character and mission of the Academy and oversight of its activities.
  - (s) Approving the quality strategy of the Trust.
  - (t) Ensuring the effective and efficient use of resources, the solvency of the Academy and the Trust and safeguarding of their assets.
  - (u) The appointment, grading, suspension, dismissal and determination of the pay and conditions of service of senior post holders and the Clerk.
  - (v) Setting a framework for staff pay and conditions.

### Delegation to Committees

- 3.3 The Trust delegates to each Local Governing Body (LGB) and Committee of the Trust all functions set out in their respective terms of reference, and each Committee may exercise and perform on behalf of and in the name of the Trust all of the authority, powers and duties of the Trust in relation to the functions so delegated.

### Principal and Chief Executive

- 3.4 The Trust delegates to the Principal and Chief Executive of the College, responsibility for the operational management of the College subject to the strategic direction set by the Trust.
- 3.5 The Chief Executive is the chief accounting officer and shall accordingly have the responsibilities set out in the Academies Financial Handbook.

3.6 The following responsibilities are allocated between the Chief Executive and the Principal:

Chief Executive

- (a) making proposals to the Trust about the educational character and mission of the institution, and for implementing the decisions of the Trust
- (b) the determination of the institution's academic and other activities
- (c) preparing annual estimates of income and expenditure for consideration and approval by the Trust, and the management of budget and resources within the estimates approved by the Trust
- (d) determining, promulgating and implementing other non-statutory policies agreed by Trust from time to time

Principal

- (a) making proposals to the Trust about the educational character and mission of the institution, and for implementing the decisions of the Trust
- (b) the organisation, direction and management of the institution and leadership of the staff
- (c) the appointment, assignment, grading, appraisal, suspension, dismissal, and determination, within the framework set by the Trust, of the pay and conditions of service of staff, other than the holders of senior posts or the Clerk, where the Clerk is also a member of the staff
- (d) responsibility for determining, promulgating and implementing the employment policies.
- (e) maintaining student discipline and, within the rules and procedures provided for within these Articles, suspending or expelling students on disciplinary grounds, and implementing decisions to expel students for academic reasons

3.7 The Chief Executive and Principal may delegate to any other senior post holder or any member of the Senior Leadership Team any functions that are necessary to enable their responsibilities to be discharged properly, other than:

- (a) the management of budget and resources
- (b) (except where prohibited by the Academies Financial Handbook) any functions that have been delegated to the Principal and Chief Executive by the Trust

**4 Processes for monitoring performance and progress**

Strategic goals

4.1 Monitoring and review of progress against agreed strategic goals will take place, periodically and as necessary, through:

- (a) Annual agreement of strategic and operational objectives by Trust Board.
- (b) Annual agreement of local objectives by the LGB.
- (c) Monitoring the annual outcome data by LGB and Trust Board.
- (d) Monitoring finance objectives at Finance Committee and Trust Board.
- (e) Monitoring via the Audit Committee.
- (f) Annual appraisals of the Chief Executive and Principal.

Student cohort

4.2 Local Governors will ensure they know the cohort through:

- (a) Descriptions in the annual SAR.
- (b) Visits to the Academy.
- (c) Briefings from staff.
- (d) The annual marketing and admissions reports.

### Monitoring and developing academic priorities

4.3 The LGB will undertake the following and report to the Trustees:

- (a) Review of the annual SAR.
- (b) Annual presentation of raw results in September to Trustees and LGB.
- (c) Expected final results when the DfE data checking exercise commences in October.
- (d) Termly SAR updates to the LGB to monitor agreed actions arising from the SAR.
- (e) Ofsted inspection reports.
- (f) Direct Governor liaison with teaching departments.
- (g) Review whether previous targets have been met and the underlying reasons why targets were or were not achieved.
- (h) Briefings from senior managers e.g. in the light of any DfE policy changes concerning academic and vocational assessment.
- (i) Reviewing feedback from the Trustees and any Committees.

### Monitoring by the Trust Board

4.4 Trustees will monitor and review as follows:

- (a) Review of the annual SAR.
- (b) Publication of the SAR and upload to Ofsted.
- (c) Review of reports by the LGB.

### Overseeing and monitoring improvement and challenging leaders

4.5 The LGB will have a central role in monitoring performance and the improvement of underperforming areas of educational provision.

4.6 Training sessions will be held prior to meetings to allow Local Governors and Trustees to develop their understanding and awareness of the various outcome measurements.

4.6 The LGB will be aware of the specific educational context of the academy. Local Governors and Trustees will be encouraged to:

- (a) Question leaders on whether they are collecting the right data to inform their assessment and challenges appropriately when data collection is not adding value.
- (b) Challenge senior leaders to ensure that the collection of assessment data is purposeful, efficient and valid.

4.7 Senior Management will present a SAR update to each termly meeting of the LGB identifying:

- (a) Underperforming areas.
- (b) The nature of the underperformance (e.g. value added, retention, surveys).
- (c) Actions taken to address the issue.
- (d) The level of improvement required.
- (e) Progress against the actions required.
- (f) Programs for groups of learners.

**Appendix A - Structure chart**

<p><b>Members</b> 3 to 5 Meets annually</p>		
<p><b>MAT Audit Committee</b> Meets termly Reports to Trustees</p> <p><b>MAT Remuneration Committee</b> Annual meetings Reports to Trustees</p>	<p><b>Trustees</b> Up to 12 Meet termly plus an annual meeting with Members Reports to Members</p>	<p><b>MAT Finance Committee</b> Meets termly Report to Trustees</p>
<p><b>Other LGB</b> Reports to Trustees</p>	<p><b>Reigate College LGB</b> Up to 12 Governors Reports to Trustees</p>	<p><b>Other LGB</b> Reports to Trustees</p>

## Appendix B - Scheme of delegation grid

Delegated area	Members	Trustees	LGB	Committees	CEO / Principal
<b>RLA strategic direction</b>					
Determining and periodically reviewing the educational character and mission of the Trust	Consult	Determine	Consulted		Develop
Overseeing matters of new policy or variation to existing policy in line with the Trust Policy Review Schedule, except for those non-statutory policies which have been delegated to the Chief Executive and Principal	Consult	Determine	Consulted	Consult where appropriate	Develop
The final approval of the College's Strategic and Operational Plans.		Determine	Consulted		Draft
The final approval of the College's Self-assessment Report and Development Plan.		Approve	Review and recommend		Draft
Decide terms of reference for Members, Trustees, LGB's and Committees		Approve			
Set admissions policy		Approve	Review and recommend		Draft
<b>The quality of educational provision</b>					
Publishing arrangements for obtaining the views of staff and students		Approve	Review and recommend		Draft
Approving the quality strategy of the Trust		Approve	Review and recommend		Draft
Approving the implementation of safeguarding, Prevent and British Values policies and procedures		Approve	Approve and monitor		Draft
Monitor staff development plans			Approve and review		Draft
Hear student concerns			Monitor		
Review PGCE course			Approve and review		Draft
Receive lesson observation report			Approve and review		Draft
Receive marketing report			Approve and review		Draft
Receive retention report			Approve and review		Draft

<b>Finance</b>					
Funding Model – establishing a funding model across the Trust and develop an individual funding model for the Colleges so as to secure the Trust’s financial health in the short and long term		Approve		Approve and review (finance)	Draft
Ensuring the solvency of the College and the Trust and the safeguarding of their assets.	Monitor annually	Monitor		Approve and review (audit)	Prepare and manage budgets
The approval of the annual College Annual Budgets – formulating and determining the proportion of the overall budget to be delegated to each Academy (including uses of contingency funds/balances)		Approve		Approve and review (finance)	Draft
The approval of the year-end financial statements.	Monitor	Approve		Approve and review (finance)	Draft
The final consideration of the Annual Audit Reports.	Monitor Appoint auditors	Approve		Approve and review (audit)	Act on recommendations
The acquisition and disposal of property.		Approve		Approve and monitor (finance)	Draft
The final approval of the annual estimates of capital expenditure for work authorised by the Trust.		Approve		Approve and monitor (finance)	Draft
Borrowing money (other than overdraft facilities within the Chief Executive's delegated authority) and, in connection with such borrowing, granting securities or giving guarantees or indemnities.		Approve		Approve and monitor (finance)	Draft / propose
Funding Agreement – comply with all obligations including the Academies Financial Handbook and Articles		Monitor		Monitor	Ensure compliance
Approve charging and remission policy		Monitor		Approve and review (finance)	Draft
Corporate Risk Register		Monitor		Approve and review (audit)	
Investments – agreeing the investment policy in line with the Academies Financial Handbook and any internal policies and controls		Approve		Approve and review (finance)	
<b>RLA and senior management</b>					



The appointment to standing and ad hoc committees		Make appointments			
Appointment and removal of Trustees	Remove appointments				
The appointment of the Principal.		Make appointments			
The appointment of the Chief Executive and Chief Accounting Officer.		Make appointments			
The appointment of the Clerk.		Make appointments			
The consideration of the case for dismissal of the Chief Executive, Principal, the Clerk or the holder of a senior post, other than to a committee of members of the Trust.				Determine	
The power to determine an appeal in connection with the dismissal of the Chief Executive, Principal, the Clerk or the holder of a senior post, other than to a committee of members of the Trust.				Determine	
The delegation of functions of the Trust.		Determine			
The appointment, grading, suspension, dismissal and determination of the pay and conditions of service of the holders of senior posts and the Clerk				Determine	
The Trust delegates to each Committee of the Trust all functions relative to the terms of reference of those Committees, and each Committee may exercise all of the authority, powers and duties of the Trust so delegated. The Trust delegates to each Committee of the Trust all functions relative to any Minutes of the Trust making a special delegation to a Committee.				Determine	