

RUTLAND FIRST CIC

Scheme of Delegation for the Resilient Rutland Project

1. Structure

The Board of Rutland First CIC has established the following structure for the delivery of the Resilient Rutland Project:

1.1 A Resilient Rutland Steering Group (chaired by a Rutland First Board Member) comprising:

- two members of the Rutland First Board
- pastoral care representatives from Rutland schools
- social services representative
- health services (preferably mental health) representative
- a person with professional/academic expertise in the areas covered by the project, and
- one or more young people's representatives.

1.3 A Project Manager and a Schools Liaison Officer.

2. Decision making and delegation

2.1 The Rutland First Board is responsible and accountable for:

- Establishing vision, mission and values
- Setting strategy and structure
- Setting annual budgets and action plans
- Delegating to management and committees
- Before making strategic decisions concerning the Resilient Rutland project, the Board will seek and consider advice from the Project Manager and the Resilient Rutland Steering Group.

2.2 Responsibility for operational decision making within the strategic framework set by the Board of Rutland First CIC is delegated to the Resilient Rutland Steering Group.

2.3 The Steering Group is to define those matters which are further delegated to the Project Manager and the Schools Liaison Officer, and those matters which require approval by the Steering Group.

2.4 Before making operational decisions the Project Manager and, where appropriate, the Steering Group are to consider:

- Whether the decision could have possible strategic consequences and should be reported to the Rutland First Board before implementation
- The need to ensure the full involvement of all stakeholders in the project through direct consultation with schools, young people, other professionals and key stakeholders.

2.5 Recommendations for procurement or contracts are to be made to the Board by the Project Manager after review by the Steering Group and, if necessary, after advice from the National Lottery Funding Officer.

2.6 Decisions to procure items, services or contracts as recommended by the Project Manager are to be made by Rutland First Board Members in accordance with the Standing Financial Instructions.

3 Reporting and Accountability

- 3.1 The Board of Rutland First CIC is accountable for the successful delivery of the Resilient Rutland Project and for complying with the terms of the grant received from the Big Lottery Fund.
- 3.2 The Resilient Rutland Steering Group and the Project Manager will produce a draft annual project delivery plan and budget for approval by the Rutland First Board.
- 3.3 The Project Manager, advised by the Steering Group, is responsible for the implementation of the project delivery plan and for operating within budget in accordance with Rutland First policies.
- 3.4 The Project Manager is responsible for delivering to the Board, through the Chair of the Steering Group, timely and regular reports on progress against plan. Such reports are to include:
- Progress against milestones and outcome objectives,
 - A financial report,
 - An up-to-date risk register and
 - Any recommendation for changes in the delivery plan or budget.
- 3.5 The reporting may be satisfied by providing to the Board copies of the following Resilient Rutland documents:
- The monthly newsletter
 - The monthly Steering Group Minutes
 - The Annual Review
- 3.6 The Board of Rutland First CIC may consider that the project delivery plan or the budget should be varied in the light of any input from the National Lottery, stakeholders, the Steering Group or the Project manager. In such circumstances it will consult before any decision is finalised.
- 3.7.1 Where there is a disagreement between those who must be consulted about a decision or action and the person responsible for making the decision or taking the action, this must be formally recorded.

3 Urgent Action

- 4.1 The Audit and Risk Committee must bring to the notice of the Board any significant or critical risks of which it becomes aware.
- 4.1 In the unlikely event of an urgent decision being necessary, the Project Manager will consult the Chair of the Steering Group and, if appropriate, the Chair of the Board before making their decision.
- 4.2 The Chairs may choose to consult members of the Steering Group and the Board by email if necessary.
- 4.3 An emergency meeting of the relevant group(s) will then be called at which a report will be presented explaining why it was necessary to implement an urgent procedure, the advice received during the email consultation, if any, and the decision made.

RESILIENT RUTLAND RACI MATRIX

The RACI model is a tool used for identifying roles and responsibilities and avoiding confusion over those roles and responsibilities during a project. The acronym RACI stands for:

- **Responsible:** The person who does the work to achieve the task. They have responsibility for getting the work done or decision made. As a rule, this is one person. **Shown in the matrix as R.**
- **Accountable:** The person or body which is accountable for the correct and thorough completion of the task. This must be one person or corporate body. This is the role that the responsible person is accountable to and approves their work. **Shown in the matrix as A.**
- **Consulted:** The people who provide information for the project and with whom there is two-way communication. This is usually several people. **Shown in the matrix as C.**
- **Informed:** The people kept informed of progress and with whom there is one-way communication. These are people that are affected by the outcome of the tasks, so need to be kept up-to-date. **Shown in the matrix as I.**

For each action there needs to be at least one R and one A (which can be the same person or body). C and I are included only where relevant.

In the matrix that follows, the following abbreviations are used:

AR	Rutland First Audit and Risk Committee
BS	Bank Signatory
FD	Rutland First Finance Director
MBC	Rutland First Main Board Chair
MB	Rutland First Main Board
PM	Resilient Rutland Project Manager
SGC	Resilient Rutland Steering Group Chair
SG	Resilient Rutland Steering Group
SLO	Schools Liaison Officer

RESILIENT RUTLAND RACI MATRIX									
Action	MB	MBC	SG	SGC	AR	FD	BS	PM	SLO
Generation of annual and 3 year budgets			I	A		C		R	
Approval of budgets	A		I		C	R			
Tasking of staff			A	R					
Delivery of RR programme	A		C					R	
Change of direction	A		C	R		C		C	
Liaison with National Lottery Project Manager	A							R	
Day to day management								A/R	C
Day to day liaison with schools								A	R
Consultation with young people								A	R
Production of monthly newsletters				A				R	C
Management of routine risks and issues								A/R	C
Management of significant risks and issues	A*/C		R		C	C		C	C
Management of critical risks and issues	A*/C		R		C	C		C	C
Contract origination			C	A		C		R	
Contract management			A					R	
Contract approval	A		C	R	C	C		C	
Origination of purchase orders								A/R	C
Approval of commitments and invoices <£100							A/R X 1	I	
Approval of commitments and invoices >£100 and <£1000							A/R X 2	I	
Approval of commitments and invoices >£1000	A/R		I	C	C	C		C	
Financial reporting	A		I	C	C	R		C	
Financial control	A					R		C	
Staff management		A		R					
Staff hiring and dismissal	A	R							
Staff salaries		A				R		I	I
Approval of policies	A	R		C	C	C		C	I
Where an action is shown as A*, the accountable person or body may choose to delegate responsibility for management									