



City Academy Norwich

Scheme of Delegation

Sept 2019

Table of Contents

Summary	3
The Trust Board	4
Standing Committees of the Trust Board:	5
Chief Executive Officer	6
Executive Heads (none in post)	7
Local Governing Bodies	8
HR Levels of Authority.....	12
Disciplinary cases and Dismissals.....	13
For all disciplinary cases and dismissals the following delegation model shall apply:	13
Scheme of Financial Delegation	16
Powers and Duties Reserved for the Trust Board	16
Powers and Duties Reserved for the Finance Committee	16
Powers and Duties Reserved for the Chief Executive Officer	17
Powers and Duties Reserved for the Chief Financial Officer.....	18
Powers and Duties Reserved for other staff	20

Summary

City Academy Norwich (CAN) is a stand alone Academy supported by Bohunt Education Trust (BET) which is the legal entity responsible for the governance of all academies (*and free schools*) within the Trust. CAN shall have regard to (but for the avoidance of doubt shall not be bound by) any guidance as to the governance of academies that the Secretary of State may publish to the extent permitted by the governing documents and by law. CAN will adopt the BET Scheme of Delegation so references to the Trust in this document will incorporate CAN as an Academy supported by BET.

The charitable object of the Trust is to advance for the public benefit education in the United Kingdom, by establishing, maintaining, managing and developing schools which provide high quality education to students from all backgrounds by offering a broad curriculum and fostering collaboration across the Trust family of schools, other schools and the wider community.

The Trust operates with the following culture, principles and objectives:

- The ERA culture of Enjoy Respect Achieve
- A deep resolve to nurture personal achievement, accomplishment and ambition of all its students.
- All academies within or supported by the Trust are in a partnership of equals
- Create young people who are engaged in society and leave our academies with great options and choices in front of them
- Champion new approaches and taking necessary risks to improve life chances for young people
- Ensuring high levels of accountability and empowerment for the CEO.

Vision Statement of the Trust:

The mission of the Trust is ***“to deliver the highest expectations, an ethos of Enjoy Respect Achieve, unparalleled opportunity and highly engaging teaching which combine to develop students who are ‘game- changers’.”***

The Operating Principles of the Trust:

We are an education service organisation which puts children first so that every student will make the best progress they can:

- we provide the best possible breadth of preparation for our students to contribute to society and live fulfilled lives
- we all model our trust in students daily, believe they want to learn and to contribute positively to the school and wider society

We have core and non-negotiable values which means we are:

- relentless in assessing our performance and seeking improvement in all areas
- unashamed of taking tough decisions and the difficult paths where necessary
- an employer who values the contributions of its employees, empowers them to contribute and offers a rewarding working environment at the leading edge of professional development
- demanding of our employees to join in the mission for excellence and provide exceptional personal and academic development for students
- committed to treating our students with the same rigorous expectation and the same values for producing high quality work that we have for ourselves

We expect the support of our students to

- live up to the trust we place in them and to understand they only have one chance at education
- support each other on their challenging but rewarding journey of personal development and achievement

We expect the support of parents and carers to

- help ensure that students play their part and meet the expectations we place on them
- play an active partnership role in the education and development of their children

We seek the support of our community to

- give us space and opportunity to excel
- let us know when and how we can contribute to local society

We recognise that financial constraints mean we cannot do all we might like, so...

- we seek financial best value in all things, including providing the best learning environment possible
- where compromises are needed we will make them in favour of enhancing or protecting the collective outcomes

The Trust Board

The Trust Board is responsible for the effective operation of the Trust and each academy (*or free school*). It provides ongoing challenge and support to the executive team and to Local Governing Bodies (LGBs). The Trust Board meets three times per year plus any extraordinary meetings. It has two standing committees, Education (which meets 3 times a year termly) and Finance and Audit (meeting four times a year).

The Board fulfils the following key roles through delegation of its powers to the CEO¹/Executive Principal (who may further delegate powers to Trust Executive staff as appropriate)

- Ensures safety, health and compliance across all Trust schools and activities.
- Ensures trustees are appropriately informed about Trust performance, including financial performance.
- Ensures that the guiding principles, culture and objectives are applied consistently.

The operation of the Board is set out in the Trust's Articles of Association

New articles of association have been prepared and are currently awaiting final Department of Education approval: following this the following arrangements for Board composition will apply:

The members may appoint up by ordinary resolution to 13 Trustees, including, if the Executive Principal so wishes to act, the Executive Principal.

Key responsibilities to:

- Establish and oversee the strategic direction of each academy and challenge and monitor its performance.
- Ensure the quality of the educational provision at each academy.
- Be a responsible employer
- Ensure compliance with all the relevant legislation, including (but not limited to) that relating to the health and safety of its employees, students and visitors.
- Challenge and monitor the financial governance and strategy of the Trust including through the delegation of certain functions to its Finance Committee (*see BET's Scheme of Financial Delegation*).

¹ Executive Principal under the new Articles of Association (see below)

- Ensure regular effective communication with Local Governing Bodies via the Chair, Trustee representatives and the CEO.
- Approve the admissions policies of individual academies or free schools.
- Consider proposals for growth of the Trust or change of strategic direction.

Aspects of these responsibilities may be delegated to the CEO, Trust Executive or Heads of Schools / Headteacher and/ or individual LGBs. The operational day-to- day running of each academy is delegated to the respective Head of School / Headteacher. For example, the Board will:

- Be informed by the CEO on the appointment of senior leaders to individual academies;
- Ensure clarity of roles for LGBs and (via the CEO and Chairs of LGBs) such that there is effective governance at individual academy level.
- Provide training for LGBs and their Chairs to fulfil their delegated duties as set out in this document.
- Via the Chair of the Board, to undertake performance management of the CEO.
- Ensure clarity of roles and accountability between the Board, the CEO, Heads of School / Headteacher, Chairs of LGBs and LGBs.
- Reserve the right to take such powers as it considers necessary should a member academy slip into an Ofsted category.
- Approve the Trust pay and performance policy and devolve operational aspects to the CEO.
- Ensure all finances are effectively managed by the CEO and CFO through the Trust Board, and where appropriate, the Finance Committee
- Senior staff pay (ie Trust Executive and Heads of Schools) to be guided by the CEO but agreed by the Remuneration Committee.

Evidence of the effectiveness of the Board will be provided by:

- Output from the annual self-assessment audit.
- Achievement and attainment at each academy.
- Demonstrable pupil progress.
- Reduction in the gap between performance of different groups of students and the average.
- High standards of behaviour, good attendance and a safe environment in each academy.
- A strong Trust-wide culture of spiritual, moral, social and cultural development based upon ERA values.
- The highest expectations of staff as well as students.
- Trustees and Governors acting as a driving force for improvement regularly checking their own effectiveness.
- Positive parent / carer feedback.
- Evidence of decisive action taken to address financial and leadership challenges at individual academy level.

The Finance and Audit Committee (meets four times a year)

The committee derives a significant portion of its scope from the current Academies Financial Handbook. As such, the committee will oversee the output from external and internal auditors, ensure on-going regularity, propriety and compliance, and partner with the Accounting Officer to endeavour to provide a consistent view on key audit related topics.

The committee assists the Board in exercising its fiduciary duties, provides the Board with overview of the Trust's financial audit and ensures proper checks and balances are in place.

The Committee will also oversee the Board's arrangements to discharge the Board's duties with respect to health and safety, risk and asset management,

Remuneration Committee (meets annually)

The purpose of the committee is to review proposed salary awards and, if required, pay scales used by the Trust. Its primary function is to scrutinise proposed senior staff pay awards (i.e. CEO, CFO, Head of Education/ DSL and Heads of School / Headteachers). With the exception of his own salary recommendations to the committee will be made by the CEO.

Education Committee (meets three times a year)

The committee 's purpose is to have scrutiny and oversight of the quality of teaching, the curriculum and student personal development and behaviour. It receives reports from the CEO and other senior staff as required on staffing, outcomes, curriculum development and student wellbeing.

The committee assists the Board in evidencing and challenging the impact that BET as a multi academy trust has on the quality of teaching and outcomes for its students .

Chief Executive Officer

The CEO is appointed by the Trust Board to fulfil the following delegated objectives (which the CEO/Executive Principal may further delegate as appropriate).

Objectives:

- Safety, health and compliance
- Setting and communicating strategy for the chain.
- Ensuring the Trust Board is appropriately informed to execute its duties
- Ensuring that the guiding principles, culture and charitable objectives of the Trust are faithfully upheld, revisited and reinforced in the best interests of its students.

Key responsibilities:

Effective management of budgets

The CEO, as Accounting Officer (AO) will be accountable for budgetary planning and delivery and will ensure effective use of resources to achieve value for money through centralisation and sharing where appropriate across the Trust, within sub- groups of academies and at individual academy level. The CEO will be assisted by the CFO and Heads of School in this regard. The CEO and CFO will contribute regularly to the Finance Committee as well as the main Trust Board.

Performance and Standards

The CEO will be accountable to the Board for:

- Providing effective performance management of the Trust Executive Team (and Heads of Schools / Headteachers)
- Standards in individual Trust academies
- Ensuring robust quality assurance processes are in place at each academy and that LGBs carry out their duties effectively.
- Defining expectations and operating rigorous data-based progress assessment.
- Ensuring tactical capacity for support is in place either using shared or central resources.
- Ensuring robust management reporting is in place at each Academy.
- Preparing and presenting reports to the Trust Board

People

The CEO appoints senior staff on behalf of the Trust Board and has the right of veto to any appointment. The CEO provides regular updates on performance for all Heads of School / Headteachers. The CEO is accountable to the Board for:

- Ensuring appropriate numbers, qualification and skills of staff in each academy.
- Ensuring appropriate professional development and talent management is in place.
- Ensuring that pay is appropriately linked to performance.
- Intervening at individual academy level where necessary.
- Appointments processes and procedures, including safeguarding.
- Managing Heads of School / Headteachers and Trust Executive Team (senior central team staff) as direct reports.

Executive Heads

As at the date of approval of this revised Scheme of Delegation, the role of Executive Head is not currently active. Executive Heads are accountable for a number of academies as determined by the CEO. They are responsible for the leadership and management of their Heads of Schools / Headteachers as agreed with the CEO and for all aspects of performance. Executive Heads will ensure their academies meet individual institution development plan targets and contribute effectively to achieving Trust priorities set by the Board. If required they will assume the role of Head of School / Headteacher on an interim basis in any Trust academy where a leadership vacancy occurs.

Local Governing Bodies

The Local Governing Bodies (LGB) are committees of the Trust; they are focused on the quality of educational provision and outcomes, tailored to the local context. LGBs have a crucial role to play in developing the local character of the member academies and to act as their ambassadors. LGBs are relentlessly focused on the improvement of student outcomes and the quality of provision in the best interests of all the students. It is the role of the LGB to support and strengthen their Head of School's / Headteacher's leadership through robust challenge for the performance of pupils and staff in accordance with the duties of the LGBs under the Terms of Reference. Local Governing Bodies meet at least six times per year.

The objectives of LGBs are to be accountable to Trust Board for:

- ensuring that guiding principles, policies, culture and charitable objectives of the Trust are faithfully upheld, revisited and reinforced in the best interests of the Academy's students;
- ensuring with the Head of School / Headteacher that pupil outcomes are optimized;
- ensuring local processes are in place and are adequate for safety, health and compliance;
- ensuring the Board are informed through agreed mechanisms;
- ensuring with the Head of School / Headteacher that the highest standards of student behaviour are achieved and sustained.
- Promoting the culture and ethos of BET at all times

For a comprehensive description of the operation and authority of the LGBs please see the LGB Terms of Reference

The composition of LGBs is determined by the Trust Board and is subject to the Articles of Association, currently:

- the Head of School / Headteacher;
- at least two elected Parent Members;
- at least one elected Staff Member;
- at least one elected Non-Teaching Staff Member;
- up to nine further members from the community subject to the Trust Board's approval.

The Chair of the Trust, the CEO, and the CFO or other member of the Trust executive team may attend any LGB meeting. The Head of School / Headteacher is automatically a governor at their academy and should normally attend LGBs barring exceptional circumstances.

The Chair of the LGB will be appointed by a resolution of the Trust Board who will take into account any representations made by the LGB prior to appointment.

Members of any LGB may be invited to attend meetings or sit on an exclusion panel in another Trust academy (*or free school*) where their particular skills/experience may be of use; similarly they may be invited to join review/ appeals panels relating to personnel and disciplinary matters including the conduct of staff in any Trust academy.

The responsibilities of the LGBs are set about below and are extracted from the Local Governing Body Terms of Reference document:

1. Responsibilities of Trustees

The role of the Trustees mainly involves strategic oversight across the Trust, governance, contractual relationships with third parties and setting the Trust's vision and policies.

The Trustees are responsible for:

- Compliance with all statutory regulations and Acts of Parliament governing the operation of the academy, including health and safety.
- Compliance with the provisions of the Funding Agreements.
- Compliance with the Academies Financial Handbook.
- Setting the risk management strategy, reviewing the strategic risk profile, considering strategic risks in the context of future Trust planning and decision making and reviewing the effectiveness of the risk management arrangements.
- Determination of any policies and procedures (statutory or otherwise) for the academies as the Trustees deem necessary to fulfil their responsibilities.

The Trustees delegate responsibility to the Chief Executive Officer for:

- Appointment of the Head of School / Headteacher at an academy, in consultation with the relevant Local Governing Body.
- Determining any additional financial and reporting targets for the academy.
- Identifying resources to effectively implement the risk management strategy.
- Conducting the performance management of the Head of School / Headteacher who may seek the opinions of the representatives of the relevant Local Governing Body.
- Reporting regularly to the Trust Board on the performance of their academies.

2. Responsibilities of Governors

The role of Governors is to promote the Trust vision, ethos and strategic direction. The Governors are expected to support, question and challenge academy leadership.

In particular, and subject to the limitations set out above, the Trustees delegate the following duties to the Local Governing Body:

2.1 Vision and Accountability

- To carry forward the Trust's vision, in a way appropriate to the specific qualities and community characteristics of each academy.
- Implementation of actions required to comply with statutory regulations and the Funding Agreements.
- Implementation of the Trust policies.
- Contributing to the academy improvement plan, ensuring that the priorities identified are paramount and then monitoring for effectiveness of delivery.

2.2 Education

- To hold the academy leadership to account for academic performance, quality of care and quality of provision, seeking the opinion/ input of the CEO where concerns are raised
- Monitor the impact of Pupil Premium and any other related funding on pupil performance and outcomes.
- Monitor the quality of safeguarding practices and their impact on students in the school.
- Monitor student well-being including student behaviour, absence and exclusion data.
- To ensure that effective arrangements are in place to support pupils and understand the key feedback points from pupil voice.

2.3 Finance and Resources

- Monitor and review expenditure on a regular basis, ensuring compliance with the overall financial plan for the academy.
- Consider the academy's required funding and provide input to the annual budgetary process.

- Monitor and report on the academy's implementation of the Trust's financial management arrangements, policies, and procedures and scheme of financial delegation and financial authorities.
- Monitor the management and procurement of goods and services in line with the Trust's procurement policy and procedures.
- Approve proposals for the bidding for and use of capital funding in line with the Trust Additional Capital Funding policy
- Seek value for money and be able to demonstrate that value for money has been achieved.
- Assist the Trustees in complying with the provisions of the Funding Agreements where requested from time to time (to include, by way of example, information required for the purposes of the Master Funding Agreement).
- Notify the Trust of any changes to fixed assets used by the academy.
- Observing proper levels of delegation and protocols

2.4 Risk Management

- Keep the academy risk register under review and seek assurance that risk management is effective and report exceptions/high risk to the Chief Operating Officer and CEO.

2.5 Buildings and Site, Health and Safety, and Data Protection

- Support the Chief Operating officer to ensure full compliance with all health and safety, data protection, information and security legislation.
- Monitor the management of the building and site maintenance plans and progress of any new builds
- Ensure the Trust's health and safety policy is implemented, monitoring the academy's compliance and providing reports to the Chief Operating Officer Trust.
- Ensure the Trust's data protection policy and procedures are implemented, monitoring the academy's compliance and providing reports to the Data Protection Officer.

2.6 Human Resources

- Monitoring the process for local performance reviews for members of staff, ensuring that it is within the parameters established by the Trust

3. Responsibilities of the Head of School / Headteacher

The Head of School is responsible to the Chief Executive Officer for:

- The leadership and management of the academy.
- Advising the Local Governing Body on strategic direction, forward planning and quality assurance.
- Implementing the Trust's broad and balanced curriculum, ensuring it meets the needs of all learners.
- Ensuring high standards of teaching to ensure that proper standards of professional performance are established and maintained
- Managing the delegated budget and resources.
- Implementation of the agreed policies and procedures laid down by the Chief Executive Officer, Trust Board and Local Governing Body (including the implementation of all statutory regulations).
- The maintenance of good order and discipline by the students including their suspension and/or exclusion within the framework laid down.
- Ensuring there is a culture of vigilance where "safeguarding is an important part of everyday life."
- The performance management of the academy's employees.
- The appointment of all other staff after having sought approval from the Chief Executive Officer for the post(s)'s advertisement.

- All such additional functions as may be assigned under the job description or contract of employment
- In accordance with the scheme of financial delegation spend in excess of £10k (eg new staff) requires CEO approval .

The effectiveness of the work of LGBs will be evidenced by

- Challenging debate at meetings on performance and improvement (i.e. in minutes of meetings).
- Good parental feedback (through questionnaires and records of other consultation events).
- Good feedback on the impact of the academy in the community (range of evidence sources).
- Demonstrable checks on their own effectiveness using a Trust-wide effectiveness self-audit tool for LGBs.

Date Adopted:

Review Date:

Local Governing Body Overall Management Responsibilities	
City Academy Norwich Board	<ul style="list-style-type: none"> ▪ ensuring that the Trust’s finances are managed effectively. ▪ approving and monitoring the budget. ▪ establishing the financial limits of delegated authority in line with the Academies Finance Handbook. ▪ establishing the Terms of Reference for the City Academy Norwich Board. City Academy Norwich has delegated powers to make decisions and report back to the Trust Board.
City Academy Norwich Board	<p>The City Academy Norwich Board has delegated responsibilities approved by the Trust Board for the following aspects of Financial Management:</p> <ul style="list-style-type: none"> ▪ strategic financial planning; ▪ providing appropriate policies; ▪ assisting/preparing the annual budget for approval and ensuring that this approval of the budget is minuted in the Trust Board’s minutes; ▪ regular monitoring of the financial position of the Trust; ▪ receiving reports of all tenders for contract services between £75,001 and £250,000 (<i>SD Table</i>); tenders over £250,000 must be agreed by the Trust Board (<i>SD 1.6</i>); ▪ keeping in-Trust financial procedures under review; ▪ maintenance and review of the Finance Policy; ▪ ensuring links to the Trust Development Plan; ▪ ensuring a full annual audit is conducted using external auditors; ▪ overseeing the internal audit service ▪ overseeing the 3-5 year tendering of internal and external audit service ▪ Recommending statutory accounts for approval by Trust Board

HR Levels of Authority

ALL appointments to be advertised across the BET's academies must be agreed in writing (e-mail) with the Chief Executive

HR Levels of Authority	
APPOINTMENTS	
All appointment panels must contain at least one member who has undertaken Safer Recruitment Training The Chief Executive may nominate an alternative representative if they are unavailable to make up a panel	
Chief Executive	Trustees
Chief Financial Officer (CFO)	Trustee, Chief Executive
Chief Operating Officer	Trustee, Chief Executive
Head of School / Headteacher	Chief Executive, Member(s) of LGB plus member of Trust Executive Team (TET) where practicable
Directors of Curriculum Subjects	Chief Executive, Head of School/Headteacher/ member of TET plus one
Directors of central functions e.g. finance, HR	Chief Executive , CFO or COO and 1 other as determined by the Chief Executive
Assistant/ Associate Headteachers and Senior Support Staff	Chief Executive (where practicable) Head of School/Headteacher member of TET (CFO)/ LGB member
Head of Subject / Faculty	Head of School / Headteacher appropriate Director of Subject (if applicable) and 1 other as determined by the Head of School / Headteacher
TLR Posts	Head of School / Headteacher, Director of Subject (if applicable) and Head of Faculty/ Subject
All other Teaching posts	Head of School / Headteacher (or nominated representative), Director of subject (if applicable) and Head of Faculty/ Subject

All Support Staff posts (other than senior posts)	CFO/COO or delegated to Area Support Manager and 1 other determined by Head of School / Headteacher, CFO or COO
---	---

DISCIPLINARY CASES AND DISMISSALS

For all disciplinary cases and dismissals the following delegation model shall apply:

- Disciplinary
- Capability (professional competence) or Ill Health Capability
- Redundancy. (The Board will have determined that there is a Redundancy situation)
- Some other substantial situation

For all disciplinary cases and dismissals the following delegation model shall apply:

Posts	Delegated Authority	Appeal
Chief Executive	Trustee	3 Trust Board members
CFO	Trustee or Chief Executive	3 Trust Board members
Head of School / Headteacher	Chief Executive	Trustee & LGB
Associate/ Assistant Headteachers	Head of School / Headteacher	Chief Executive

All other Academy posts	Head of School / Headteacher	Chief Executive
All support posts	CFO/COO/ Head of School / Headteacher	Chief Executive
GRIEVANCE		
Posts	Delegated Authority	Appeal
Chief Executive	Trustee	Chair of Board
CFO	Chief Executive	Trustee
Head of School / Headteacher	Chief Executive	Trustee
Curriculum Directors	Chief Executive / TET	Chief Executive/ Trustee
Associate and Assistant Headteachers	Head of School / Headteacher	Chief Executive
All other Academy posts	Head of School / Headteacher	Chief Executive/ TET
All other support posts	CFO/COO or Head of School / Headteacher	CFO/COO or Chief Executive
OTHER HR FUNCTIONS		
Function	Delegated Authority	
Compromise agreements up to and including £10,000	Head of School/ Headteacher CFO to agree terms Chief Executive to sign	
Compromise agreements in excess of £10,000	Chief Executive and CFO to agree terms Chair of Trust Board to sign	
Compromise agreements in excess of £50,000	Approval to be sought from the EFA/HM Treasury	

Signature of Letter of Appointments	Delegated Authority
Chief Executive	Chair of Trust Board
Head of School/Headteacher, TET	Chief Executive
Curriculum Group Posts	Chief Executive
Business Group Posts	Head of School/Headteacher CFO/ Chief Executive
All other posts	Head of School/Headteacher CFO/ Chief Executive
Collective Agreements	Chair of Trust Board
Teachers Pay – Threshold/UPS	Head of School / Headteacher

SCHEME OF FINANCIAL DELEGATION

1. Powers and Duties Reserved for the Trust Board

General

1.1 Approval of a written scheme of delegation of its financial powers and duties to its Finance and Audit Committee, the Chief Executive Officer, the Trust Chief Financial Officer (CFO), the Chief Operating Officer (COO) and other staff. The scheme must satisfy the Trustees' ultimate responsibility for ensuring that there are adequate operational controls in place for all the financial processes within the Trust. The Scheme of Financial Delegation should be operated in conjunction with the Financial Regulations of the Trust and the duties conferred upon it by the latest version of the Academies Financial Handbook.

Budgets/Budgetary Control

1.2 Formally approving the annual Trust budget.

1.3 Considering budgetary control reports from the Finance Committee at meetings, three times a year, with relevant explanations and documentation where required.

1.4 Authorisation of all virements in excess of £250,000 between budget headings. Details of all virements approved are to be formally notified to the Trust Board.

Purchasing

1.5 Maintenance of a Register of Business Interests for all Members, Directors, Governors, Senior School Leaders and Trust staff with financial responsibilities.

1.6 Authorisation of the award of tenders above £250,000.

Income

1.7 Authorisation of the write off of debts not collectable (the Secretary of State's prior approval is also required if debts to be written off are above the value set out in the annual funding letter).

Security of Assets

1.8 Authorisation of the disposal of individual items of equipment and materials that have become surplus to requirements, unusable or obsolete with an original purchase value in excess of £20,000.

Accounts and Audit

1.9 Approval of the audited financial statements.

1.10 Informing the ESFA if it suspects any irregularity affecting resources.

2. Powers and Duties Reserved for the Finance and Audit Committee

General

2.1 Exercising the powers and duties of the Trust Board in respect of the financial administration of the Trust, except for those items specifically reserved for the Trust Board of Trustees and those delegated to the Chief Executive Officer, the Chief Financial Officer and other staff.

2.2 Reporting on decisions taken under delegated powers to the next meeting of the Trust Board.

Budgets/Budgetary Control

2.3 Reviewing the annual Trust budget and recommending its acceptance, or otherwise to the Trust Board.

2.4 Considering budgetary control reports on the Trust's financial position quarterly and reporting to the Trust Board.

2.5 Reporting to the Board of Directors all significant financial matters and any actual or potential overspending.

Security of Assets

2.6 Authorising the disposal of individual items of equipment and materials that have become surplus to requirements, unusable or obsolete with an original purchase value of up to £20,000 and reporting such authorisations to the Trust Board.

Accounts and Audit

2.7 recommendation for the members' appointment of external auditors.

2.8 Reviewing the draft statutory financial statements and external audit reports and highlighting any significant issues to the Trust Board.

2.9 Receiving the reports of external auditor on the use of resources, systems of internal financial control, and discharge of financial responsibilities and highlighting any significant issues to the Trust Board.

2.10 Receiving internal audit reports on internal controls

2.11 Monitoring outcomes of any internal peer reviews that are undertaken.

2.12 Recommending the appointment of internal auditors and reviewing proposed programme of work and reports from internal auditors

2.13 oversight of external and internal audit tendering at no less than [3] yearly intervals

3. Powers and Duties Reserved for the Chief Executive Officer

The Chief Executive Officer has delegated powers and functions in respect of internal organisation, management and control of the Trust, the implementation of all policies approved by the Trust Board and for the direction of teaching and the curriculum.

The Chief Executive Officer shall be responsible for:

Budgets/Budgetary Control

3.1 Reviewing income and expenditure reports and highlighting actual or potential overspending to the Trust Board.

3.2 Approving virements between budget headings of up to £75,000 and reporting such approval to the Trust Board.

Financial Management

3.3 Ensuring the arrangements for collection of income, ordering of goods and services, payments and security of assets are in accordance with the current Academies Financial Handbook.

Purchasing 3.4 Authorising all orders and contracts over £75,000 in conjunction with the CFO.

3.5 Ensuring that all contracts and agreements conform to the current Academies Financial Handbook

Payroll and Personnel

3.6 Approval/veto of proposals and authorisation of changes to the Trust's establishment.

Security of Assets

3.7 Ensuring that there are annual independent checks of assets and the asset register.

3.8 Ensuring that proper security is maintained at all times for all buildings, furniture, equipment, vehicles, stocks, stores, cash, information and records etc. under his/her control.

Accounts and Audit

3.9 The operation of financial processes within the Trust ensuring that adequate operational controls are in place and that the principles of internal control are maintained.

3.10 Ensuring ongoing in-year QA processes are in place via independent scrutiny and internal checks of Financial Delegation

4. Powers and Duties Reserved for the Chief Financial Officer

The Chief Financial Officer shall be responsible for the strategic financial planning in conjunction with the CEO, COO, Director of HR Finance Manager and Area Support and Heads of Schools / Headteachers as appropriate in each case:

Budgets/Budgetary Control

4.1 Preparing an annual draft budget plan for consideration by the Trust Board.

4.2 Monthly monitoring of expenditure and income against the approved budget and submitting reports on the Trusts financial position to every meeting of the Trust Board. Any actual or potential overspending shall be reported to the CEO and Trust Board.

4.3 Approving virements between budget headings up to a value of £75,000 and reporting such approval to the CEO.

Purchasing

4.4 Ensuring that the individual academies are maintaining a register of formal contracts entered into, amounts paid and certificates of completion and are retaining the quotes obtained for goods, works and services. Whilst overall responsibility for this sits with the CFO, maintenance of such records can be delegated to

4.5 Ensuring that all correct invoices are duly certified by authorised staff before payments. Routine scrutiny can be delegated to Area Support Managers

4.6 Ensuring the appropriate division of duties between staff responsible for processing orders, receiving deliveries and processing payments.

Payroll and Personnel

4.7 Authorising the monthly payroll with the CEO.

4.8 Maintaining proper records of account and reviewing monthly bank reconciliations.

4.9 With the consent of the CEO, authorising any changes to the support staff structures in the individual academies.

4.10 With the consent CEO, authorising any support staff posts advertised in any academy.

4.11 Authorising any changes in salary to existing staff after consultation with and permission from the CEO.

Banking Arrangements

4.12 Maintaining proper records of account and reviewing monthly bank reconciliations (this can be delegated to an Area Support Manager).

Accounts and Audit

4.13 The operation of financial processes within the Trust, ensuring that adequate operational controls are in place and that the principles of internal control are maintained.

4.14 Ensuring that full, accurate and up to date records are maintained in order to provide financial and statistical information.

4.15 Ensuring that all records and documents are available for audit by the appointed external auditors.

Insurances

4.16 Ensuring that arrangements for insurance cover are in place and adequate.

4.17 Notifying the Finance and Audit Committee on any eventuality that could affect the Trust's insurance arrangements

5. Powers and Duties Reserved for other staff

Members of staff with delegated responsibilities should be aware that these must be exercised in accordance With the current Academies Financial Handbook.

The following responsibilities are delegated to Chief Operating Officer, and via that job role, to Area Support Managers:

General

5.1 Ensuring that individual Schools are maintaining a register of formal contracts entered into amounts paid and certificates of completion; are retaining the quotes obtained for goods, works and services and full records of procurement decision processes.

5.2 Ensuring that all correct invoices are duly certified by authorised staff before payment and that payments to suppliers are made in line with contractually agreed terms.

5.3 Daily oversight of the appropriate division of duties between staff responsible for processing orders, receiving deliveries and processing payments.

Purchasing

The Individual Heads of Schools and Delegated Budget Holders are responsible for:

5.4 Authorising orders provided they are within the scope and remaining balance of their delegated budget. The Area Support Managers are responsible for:

5.5 Maintaining a register of formal contracts entered into, amounts paid and certificates of completion.

5.6 Retention of quotes obtained for goods, works and services.

5.7 Ensuring that all correct invoices are duly certified by authorised staff before payments are made and that invoices, vouchers and other records are retained and stored in a secure way and are readily available for inspection by authorised persons.

5.8 Ensuring the appropriate division of duties between staff responsible for processing orders, receiving deliveries and processing payments.

Payroll and Personnel The Director of Human Resources is responsible for: **5.9** Running the monthly payroll.

5.10 Ensuring that the monthly payroll is checked, and ready for authorisation.

Budgets/Budgetary Control

The Individual Heads of School / Headteachers are responsible for:

5.11 Checking and certifying monthly statements of expenditure against their delegated budget and for reporting any errors or irregularities to the CFO and CEO. Any actual or potential overspending shall also be reported to the CFO and CEO.

Income

The Area Support Managers are responsible for:

5.12 Ensuring that all income is accurately accounted for and is promptly collected and banked intact.

Security of Assets

The Area Support Managers are responsible for:

5.13 Maintaining a permanent and continuous register of all items of furniture, equipment, vehicles and plant over £5,000.

Information and Communication Systems

The Trust IT Director is responsible for:

5.14 Maintaining the standards of control for such systems in operation within the Trust to include the use of properly licensed software and for the security of all information systems deployed by the Trust.

Delegated Duty	Value	Delegated Authority	Method
Ordering Goods and Services Central BET	Up to £500	Budget Holder	
	£501 to £5,000	Chief Operating Officer	
	£501 to £20,000	Chief Financial Officer	Minimum of 3 quotes if cost is over £5,000
	£20,001 to £75,000	As above plus Chief Executive Officer	Minimum of 3 quotes
	£75,001 to £250,000	Agreed by CFO and CEO (reported to TB)	Formal Tendering Process, OJEU where appropriate
	Over £250,000	As above plus TB	As above
	Authority to accept other than lowest quotation or tender	Chief Executive Officer	
Ordering Goods and Services Schools	Up to £500	Budget Holder	
	£501 to £5,000	Area Support Manager	
	£501 to £10,000	Head of School/ Headteacher	Minimum of 3 quotes if cost is over £5,000
	£10,001 to £75,000	As above plus Chief Executive Officer	Minimum of 3 quotes
	£75,001 to £250,000	Agreed by CFO and CEO (reported to TB)	Formal Tendering Process, OJEU where appropriate
	Over £250,000	As above plus TB	As above
	Authority to accept other than lowest quotation or tender	Chief Executive Officer	

Delegated Duty	Value	Delegated Authority
Signatories for cheques, BACS payment authorisations and other bank transfers	Any	Two signatories as per the Lloyds mandate
Signatories for ESFA grant claims and ESFA returns	Any	Unless otherwise specified by ESFA, any of (i) CEO and CFO (ii) CFO and Trust Finance Manager or Area Support Manager (iii) CEO and Trust Finance Manager or Area Support Manager - Chief Executive Officer
Virement of budget provision between budget headings	Up to £75,000	Trust Chief Financial Officer & Chief Executive Officer reporting to the Trust Board
	Over £75,000	Trust Board
Disposal of Assets	Up to £20,000	Chief Executive Officer
	Over £20,000	As above plus TB & EFA approval
Write-off of bad debts	Up to £10,000	Chief Executive Officer
	Over £10,000	TB & ESFA approval
Purchase or sale of any freehold property		ESFA approval
Granting or take up of any leasehold or tenancy agreement exceeding three years		ESFA approval
Raising Invoices to collect income		Area Support Managers