



# Bohunt Education Trust

## Scheme of Delegation

March 2016

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# Scheme of Delegation

## Bohunt Education Trust

### Summary

The Bohunt Education Trust (BET) is the legal entity responsible for the governance of all academies (*and free schools*) within the Trust. BET 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.

The 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 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
- to 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
- to 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
- to 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 Board of Directors meets five times per year plus any extraordinary meetings.

The Board fulfils the following key roles through delegation of its powers to the CEO:

- 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. The Board currently comprises:

- 4 Trustees appointed by the Liphook Governing Body (until 2017)
- 1 Trustee appointed by Priory Local Governing Body (until 2016)
- 1 Trustee appointed by Worthing Local Governing Body (until 2016)
- CEO of the Trust in an *ex officio* capacity
- 2 independent Trustees (including chair of the audit committee)
- 3 Trustees from TPS Local Governing Body (2 after 2017)

**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 Audit Committee (*see BET's Scheme of Financial Delegation*).
- 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 and/ or individual LGBs. The operational day-to-day running of each academy is delegated to the respective Head of School. 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, 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 DFR through the Trust Board, and where appropriate, the Audit Committee
- Senior staff pay 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.
- Rigorous, data oriented assessment of teaching quality and student progress.
- 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.

## Standing Committees of the Trust Board:

### **The Audit Committee (meets three times a year)**

The committee derives a significant portion of its scope from section 4 ('Audit requirements') of the Academies Financial Handbook 2014. 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.

**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, DFR, Head of Education/ DSL and Heads of School). With the exception of his own salary recommendations to the committee will be made by the CEO. The CEO will also liaise with the LGB with regard to the performance management of the Head of School.

## Chief Executive Officer

The CEO is appointed by the Trust Board to fulfil the following delegated objectives.

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 objectives of the Trust are faithfully upheld, revisited and reinforced.

### Key responsibilities:

#### Effective management of budgets

The CEO 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 DFR and Heads of School in this regard. The CEO and DFR will contribute regularly to the Audit 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 the Heads of Schools
- 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. 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 and Trust Executive Team (senior central team staff) as direct reports.

## Executive Heads (*none in post*)

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 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 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 pupil outcomes and the quality of provision. It is the role of the LGB to support and strengthen their Head of School's leadership through robust challenge and to work in conjunction with the CEO to hold the Heads of School accountable for the performance of pupils and staff. Local Governing Bodies meet at least six times per year.

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

- ensuring that guiding principles, policies, culture and objectives of the Trust are faithfully upheld, revisited and reinforced;
- ensuring with the Head of School 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 that the highest standards of student behaviour are achieved and sustained.

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:

- (a) the Head of School;
- (b) at least two elected Parent Members;
- (c) at least one elected Staff Member;
- (d) at least one elected Non-Teaching Staff Member;
- (e) at least one member selected by the Trustees from the local community; and
- (f) such other members as the Trustees decide

The Chair of the Trust, the CEO, and the DFR or other member of the Trust executive team may attend any LGB meeting. The Head of School 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. Each LGB will include elected parent representatives, community representatives and any other co-opted governors, such as staff representatives, as deemed appropriate by the Trust Board in consultation with the LGB Chair.

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:



## **2.0 Responsibilities of Trustees and the Local Governing Body**

- 2.1 The Trust is a charitable company limited by guarantee. It has entered into a Master Funding Agreement and various Supplemental Funding Agreements covering the funding of the Academies within the Trust (together the “Funding Agreements”).
- 2.2 The Trustees are the charity trustees (within the terms of section 177(1) of the Charities Act 2011) and responsible for the general control and management of the administration of the Trust in accordance with the provisions set out in the Memorandum and Articles.
- 2.3 The Local Governing Body shall be a Committee of the Trustees established pursuant to the Articles of Association of the Trust.
- 2.4 The Trustees retain authority and responsibility for the following –
- 2.4.1 Compliance with the provisions of the Funding Agreements
  - 2.4.2 Preparation and approval of these Terms of Reference under which the academy is governed and subsequent amendments
  - 2.4.3 Agreement of the academy’s annual funding in consultation with the Local Governing Body
  - 2.4.4 Compliance with the Academies Financial Handbook including, but without limitation, determination of procurement policies for the Trust
  - 2.4.5 Oversight with regard to the finances of the Trust and the academy, including, but without limitation, responsibility for compliance with the financial and accounting requirements detailed within the Funding Agreements
  - 2.4.6 Determination of the corporate planning and strategy for the academy and the Trust in consultation with the Local Governing Body
  - 2.4.7 Determination, after suitable consultation, of the extent of the central services provided to the academy by the Trust and how the costs should be allocated
  - 2.4.8 Determination of the cash flow policy for the Trust and the academy and monitoring income and expenditure for the Trust and the academy
  - 2.4.9 Determination of any additional financial and reporting targets for the academy
  - 2.4.10 As the legal employer of all staff, responsibility for human resource policies and procedures and terms and conditions of service
  - 2.4.11 Appointment, job description, remuneration, approval and dismissal of the Headteacher/ Head of School

- 2.4.12 Maintenance of the fixed asset register
  - 2.4.13 Compliance with all statutory regulations and Acts of Parliament governing the operation of the academy
  - 2.4.14 Determination of the admissions policy and arrangements for the academy in accordance with admissions law and DFE codes of practice
  - 2.4.15 Determination of the educational vision of the academy in consultation with the Local Governing Body, including, but without limitation, determination of the academy's Academy Development Plan
- 2.5 Subject to the limitations set out above, the Trustees delegate the running of the academy to the Local Governing Body and specifically the following duties –
- 2.5.1 Implementation of actions required to comply with statutory regulations and the Funding Agreements
  - 2.5.2 Implementation of the policies agreed by the Trustees with regard to admissions and to the educational vision of the academy, including, but without limitation, the academy's Academy Development Plan
  - 2.5.3 Oversight of the academy's activities
  - 2.5.4 Consideration of the academy's required funding and support to the Trustees in connection with the agreement with the DFE of the academy's budget
  - 2.5.5 Monitoring and reviewing expenditure on a regular basis and ensure compliance with the overall financial plan for the academy
  - 2.5.6 Maintenance of proper accounting records and the preparation of income and expenditure and balance sheets as required by the Director of Finance and Resources
  - 2.5.7 Assisting the Trustees in complying with the provisions of the Funding Agreements where requested from time to time
  - 2.5.8 Maintenance of the academy estate in accordance with the guidelines established by the Trust
  - 2.5.9 Implementation of the Trust's procurement policies insofar as they impact on the academy
  - 2.5.10 Managing the academy's cash flow and monitoring expenditure by the academy in accordance with policies determined by the Trustees
  - 2.5.11 Notifying the Trust of any changes to fixed assets used by the academy
  - 2.5.12 The appointment, job description, appraisal and dismissal of all members of staff of the academy excluding the Headteacher/ Head of School but the remuneration of every member of staff and their terms of service shall be within the parameters from time to time established by the Trustees
  - 2.5.13 Submit copies of the Minutes to the Trust within 14 days of the date of each meeting of the Local Governing Body

- 2.6 The governors are not, and nothing within this document is intended to make them, charity trustees within the terms of section 177(1) of the Charities Act 2011.
- 2.7 Each governor shall act in the best interests of the academy at all times.
- 2.8 The governors must keep confidential all information of a confidential nature obtained by them relating to the academy.
- 2.9 The Trustees reserve the right to withdraw delegated powers from the Local Governing Body and disband it at any time.

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.

<b>Date Adopted:</b>		<b>Review Date:</b>	
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# 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

<b>HR Levels of Authority APPOINTMENTS</b>	
<b>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</b>	
Chief Executive	Trustees
Director of Finance and Resources (DFR)	Trustee, Chief Executive
Head of School	Chief Executive, Member(s) of LGB plus member of Trust Executive Team (TET) where practicable
Directors of Curriculum Subjects	Chief Executive, Head of School/ member of TET plus one
Directors of central functions e.g. finance, HR	Chief Executive , DFR and 1 other as determined by the Chief Executive
Assistant/ Associate Headteachers and Senior Support Staff	Chief Executive (where practicable) Head of School/ member of TET (DFR)/ LGB member
Head of Subject / Faculty	Head of School, appropriate Director of Subject (if applicable) and 1 other as determined by the Head of School
TLR Posts	Head of School, Director of Subject (if applicable) and Head of Faculty/ Subject
All other Teaching posts	Principal (or nominated representative), Director of subject (if applicable) and Head of Faculty/ Subject
All Support Staff posts (other than senior posts)	DFR or delegated to Business Manager and 1 other determined by Head of School or DFR

## DISCIPLINARY CASES AND DISMISSALS

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

- Disciplinary
- Capability (professional competence)
- 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
DFR	Trustee or Chief Executive	3 Trust Board members
Head of School	Chief Executive	Trustee & LGB
Associate/ Assistant Headteachers	Head of School	Chief Executive

All other Academy posts	Head of School	Chief Executive
All support posts	DFR/ Head of School	Chief Executive
All Finance posts	DFR/ Finance Manager/ Head of School	Chief Executive/ DFR
GRIEVANCE		
Posts	Delegated Authority	Appeal
Chief Executive	Trustee	Chair of Board
DFR	Chief Executive	Trustee
Head of School	Chief Executive	Trustee
Curriculum Directors	Chief Executive / TET	Chief Executive/ Trustee
Associate and Assistant Headteachers	Head of School	Chief Executive
All other Academy posts	Head of School	Chief Executive/ TET
All Finance posts	DFR/ Finance manager	DFR/ Chief Executive
All other support posts	DFR/ Head of School	DFR/ Chief Executive
OTHER HR FUNCTIONS		
Function	Delegated Authority	
Compromise agreements up to and including £10,000	Head of School/ DFR to agree terms Chief Executive to sign	
Compromise agreements in excess of £10,000	Chief Executive and DFR 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/ TET	Chief Executive	

Curriculum Group Posts	Chief Executive
Business Group Posts	Head of School/ DFR/ Chief Executive
All other posts	Head of School/ DFR/ Chief Executive
Collective Agreements	Chair of Trust Board
Teachers Pay – Threshold/UPS	Head of School

## 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 Audit Committee, the Chief Executive Officer, the Trust Director of Finance and Resources (DFR) 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 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 Audit 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 EFA if it suspects any irregularity affecting resources.



## Scheme of Financial Delegation

### 2. Powers and Duties Reserved for the 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 Directors and those delegated to the Chief Executive Officer, the Director of Finance and Resources 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** Appointment of external auditors.
- 2.8** Reviewing the draft financial statements and external audit reports and highlighting any significant issues to the Trust Board.
- 2.9** Receiving the reports of the 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 biannual reports from independent auditors on our internal controls.
- 2.14** Monitoring outcomes of any internal peer reviews that are undertaken.

## Scheme of Financial Delegation

### 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 £100,000 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 Financial Regulations.

### **Purchasing**

- 3.4 Authorising all orders and contracts over £25,000 in conjunction with the DFR.
- 3.5 Ensuring that all contracts and agreements conform to the Financial Regulations.

### **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 Academy, 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.

## **Scheme of Financial Delegation**

### **4. Powers and Duties Reserved for the Director of Finance and Resources**

The Finance Director shall be responsible for the strategic financial planning in conjunction with the CEO, Finance Manager and Trust Business Managers, relating to:

### **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 Finance Manager, maintenance of such records can be delegated to Trust Business Managers.

- 4.5** Ensuring that all correct invoices are duly certified by authorised staff before payments. Routine scrutiny can be delegated to Trust Business 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** With the consent of the CEO, authorising any changes to the support staff structures in the individual academies.

- 4.9** With the consent CEO, authorising any support staff posts advertised in any academy.

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

**Banking Arrangements**

- 4.11** Maintaining proper records of account and reviewing monthly bank reconciliations (this can be delegated to a Trust Business Manager).

**Accounts and Audit**

- 4.12** 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.

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

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

**Insurances**

- 4.15** Ensuring that arrangements for insurance cover are in place and adequate.

- 4.16** Notifying the Audit Committee on any eventuality that could affect the Trust's insurance arrangements

## Scheme of Financial Delegation

### 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 Financial Regulations.

The following responsibilities are delegated to Trust Business Managers (in individual academies):

#### General

- 5.1 Ensuring that individual academies 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 Academy Heads 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 Academy Business 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

- 5.9 In the DFR's absence, and by prior arrangement with the CEO, authorising the monthly payroll.
- 5.10 Maintaining proper records of account and reviewing monthly bank reconciliations.

The Academy Business Managers are responsible for:

- 5.11 Running the monthly payroll (will be centralised from 1/5/16).
- 5.12 Ensuring that the monthly payroll is checked, and ready for authorisation

#### Budgets/Budgetary Control

The Individual Academy Principals are responsible for:

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

#### Income

The Academy Business Managers are responsible for:

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

**Security of Assets**

The Academy Business Managers are responsible for:

**5.15** 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:

**5.16** 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 and privacy of data in accordance with the Data Protection Act.

Delegated Duty	Value	Delegated Authority	Method
Ordering Goods and Services	Up to £5,000	Budget Holder, Head of School & either Academy Business Manager or Trust Finance Manager	Selection from preferred supplier list unless agreed otherwise with DFR
	£5,001 to £10,000	Budget Holder, Head of School & DFR	Minimum of 3 quotes
	£10,001 to £75,000	As above plus Chief Executive Officer	Minimum of 3 quotes
	£75,001 to £250,000	Agreed by DFR 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	
Signatories for cheques, BACS payment authorisations and other bank transfers	Any	Two signatories from: -Academy Business Manager - DFR -Trust Finance Manager -Chief Executive Officer -Head of School	
Signatories for EFA grant claims and EFA returns	Any	Two signatories from: -Academy Business Manager - DFR -Trust Finance Manager -Chief Executive Officer	
Virement of budget provision between budget headings	Up to £75,000	Trust Finance Director & 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 & EFA approval	
Purchase or sale of any freehold property		EFA approval	
Granting or take up of any leasehold or tenancy agreement exceeding three years		EFA approval	
Raising Invoices to collect income		Academy Business Managers	