

## Introduction

Whilst the Board of Trustees cannot delegate overall responsibility for the Academy's funds, it must approve a written scheme of delegation of financial powers that maintains robust internal control arrangements.

This Scheme of Delegation sets out those powers and duties which are reserved for the Board of Trustees and those delegated to its committees: the Education Committee, Finance and Resources, Audit and Risk Committee, Human Resources Committee; Disciplinary Committee and to officers: the Principal & CEO and Associate Principals and Director of Finance and Resources.

## Scope

- 1.0 Powers and duties reserved for the Board of Trustees
- 2.0 Powers and duties to the Finance and Resources and Audit and Risk committee and Terms of Reference
- 3.0 Powers and duties delegated to the Human Resources Committee and Terms of Reference
- 4.0 Powers and duties delegated to the Education Committee Terms of Reference
- 5.0 Financial Powers and Duties delegated to the Principal & CEO
- 6.0 Financial Powers and Duties delegated to the Director of Finance and Resources

### 1.0 Powers and duties reserved for the Board of Trustees

- 1.1 The Board of Trustees and its committees must meet regularly enough to discharge their responsibilities under the Articles of Association, Funding Agreement and the Academy Trust Handbook, to ensure robust governance and effective financial management arrangements. Board meetings must take place at least three times a year (and business conducted only when quorate). The Board should identify actions to accomplish during the year and this should inform the frequency of meetings.
- 1.2 In the interests of transparency, it will publish on its website up to-date details of its governance arrangements in a readily accessible format.
- 1.3 The Board of Trustees must approve a balanced budget and any significant changes to that budget for the financial year to 31 August. In balancing the budget

it can draw on unspent funds brought forward from previous years. A significant change is over £100,000.

- 1.4 The Board of Trustees must adopt the Academy's Financial Statements and approve the accounting policies. It must review the Annual Management Letter from the external auditor responsible for auditing the Financial Statements.
- 1.5 The Board of Trustees must satisfy itself that the Academy's arrangements for financial governance are effective and have in place a system of sound internal control. This should include risk management and assurance processes, and the Board of Trustees should review at least annually the corporate risk register.
- 1.6 The Board of Trustees must approve:
  - The appointment of external auditors.
  - The appointment of the internal auditor or alternative arrangement that meets the requirements of the Academy Trust Handbook.
  - Receive the internal scrutiny reports from the Internal Auditor on systems of internal financial control, and discharge of financial responsibilities.
  - Inform the Education and Skills Funding Agency if it suspects any irregularity affecting resources.
- 1.7 The Board of Trustees must maintain a Register of Interests that complies with the requirements of the Academy Trust Handbook as set out at paragraphs 1.8 to 1.11 below.
- 1.8 The Register of Interests must capture relevant business and pecuniary interests of members, trustees, and senior employees, including:
  - directorships, partnerships and employments with businesses;
  - trusteeships and governorships at other educational institutions and charities;
  - for each interest: the name of the business; the nature of the business; the nature of the interest; and the date the interest began.
- 1.9 The Register must also identify any material interests arising from close family relationships between the Academy trust's members or trustees, and relationships between members or trustees and employees.
- 1.10 The Register should include the interests of the Leadership Team and close family members of individuals already on the Register. Interests are not limited to the items in paragraphs 1.6 to 1.9. If in doubt the presumption should be towards including an interest in the Register. The Board of Trustees should keep the Register of interests up-to-date through regular review.

- 1.11 The Academy will publish on its websites relevant business and pecuniary interests of members, trustees and the Principal & CEO, Associate Principals, Head of Primary Phase, Director of Finance and Resources and any other key staff with a role in selecting contractors or suppliers for major purchases. This will be used to ensure there are no conflicts of interest in awarding major works or that any such interest is declared in advance so that the individual can be removed from any decision taking on the award of such a contract or major purchasing decision.
- 1.12 The Board of Trustees must receive key correspondence from the Education and Skills Funding Agency such as the annual 'Dear Accounting Officer' Letter from the Chief Executive of the Education and Skills Funding Agency.
- 1.13 It must ensure that arrangements for financial management, scrutiny and oversight are effective and that the Academy complies with the Academy Trust Handbook and its Funding Agreement. The Board of Trustees will authorise the award of contracts or purchases of over £100,000.

### **Committee structure**

- 1.14 The Articles of Association permit the Board of Trustees to establish committees to exercise its powers and functions. The constitution, membership and proceedings of any committee shall be determined by the Board of Trustees. The establishment, terms of reference, constitution and membership of any committee shall be reviewed at least once in every twelve months.
- 1.15 The membership of any committee may include persons who are not trustees, provided that a majority of members of any such committee shall be trustees. The trustees may determine that some or all of the members of a committee who are not trustees shall be entitled to vote in any proceedings of the committee.
- 1.16 The Principal and CEO is an ex-officio member of each committee with the exception of the Audit Committee.
- 1.17 The membership of each committee will be agreed on an annual basis by the Board of Trustees. The Chair of the Committee shall be elected by the Board of Trustees.
- 1.18 Any member of the Board of Trustees may attend any Committee meeting.
- 1.19 The quorum for each committee is two trustees who are members of the committee.
- 1.20 Each committee will meet as often as is necessary to fulfil its responsibilities.

- 1.21 Every question shall be decided by a majority of votes of the members of the committee present and the Chair shall exercise a casting vote if required. No vote on any matter may be taken at a meeting of any committee unless the majority of the members of the committee present are members of the Board of Trustees.
- 1.22 The agenda for any meeting of a committee shall be prepared by its chair in consultation with the Principal and CEO. Each meeting shall be convened by the Clerk or Acting Clerk of that committee who shall give each member at least five clear days' notice and a copy of the agenda for the meeting save in cases of emergency.
- 1.23 The minutes of the proceedings of each meeting of a Committee shall be drawn up, recorded, and duly approved. Minutes should record decisions and other main points together with such brief explanations as may be necessary. Confidential matters shall be recorded as Part 2 items and, as such, subject to restricted circulation (in case of doubt to be resolved by the Chair). The Clerk to the Board of Trustees shall arrange for such minutes to be circulated to all members of the Board of Trustees and for them to be included as an item on the Agenda at the next meeting of the Board of Trustees.
- 1.24 If the person appointed as chair of a committee is absent from any meeting of the committee, the members of the committee who are present shall, before proceeding to any other business, appoint any of their number to be chair of the meeting, precluding anyone who is employed by the Academy.
- 1.25 In the event of a need to make genuinely urgent decisions between meetings on matters falling within the remit of a committee, the Chair of the Board of Trustees, in consultation with the Principal & CEO and chair of the committee, will take appropriate action on behalf of the committee. The decisions taken and the reasons for urgency will be explained fully at the next meeting of the whole Board of Trustees.

## **2.0 Powers and duties delegated to the Finance & Resources and Audit & Risk Committee**

The Committee is responsible for:

- 2.1 Exercising the powers and duties of the Board of Trustees for financial scrutiny and oversight and management of resources, except for those items specifically reserved for the Board of Trustees and those delegated to the Principal & CEO and other staff.

- 2.2 Reporting on decisions taken under delegated powers to the next meeting of the Board of Trustees. To consider reports and funding proposals from the HR and Education Committees and any other committee and from the Principal & CEO.
- 2.3 Reviewing the Academy's annual funding, notified by the ESFA, and Medium-Term Financial Forecast to assess its implications for the Academy, in advance of setting the annual budget, drawing any matters of significance or concern to the attention of the Board of Trustees.
- 2.4 Agreeing an Annual Budget and Medium-Term Financial Forecast which should reflect the priorities of the Academy Improvement Plan and present it for approval by the Board of Trustees prior to the start of each financial year.
- 2.5 Receiving and consider information about the financial performance of the Academy and other Key Performance Indicators at each meeting and at least three times a year, bringing any significant financial matters and any actual or potential overspending to the attention of the Board of Trustees and to approve any significant mid-year changes to planned expenditure.
- 2.6 Reviewing any virement approved and authorised by the Principal & CEO, Director of Finance & Resources or Chair of the Board of Trustees.
- 2.7 Authorising opening and closure of bank accounts and cheque signatories.
- 2.8 Approving the Academy's Investments Policy to manage, control and track financial exposure, and ensure value for money; to review the Trust's investments and the Investment policy on a regular basis, at least annually.
- 2.9 Authorising the award of contracts or purchases of over £20,000 and up to £100,000.
- 2.10 Overseeing all matters relating to the construction, improvement, maintenance, and insurance and upkeep of the Academy buildings and grounds, and any furniture or equipment of or used in connection with them, and the provision of any services relating thereto, and to make recommendations as to any sinking fund or reserve fund in respect of the premises or equipment budget.
- 2.11 Overseeing the arrangements for catering, cleaning, caretaking building services and security, and to review annually all insurance arrangements.
- 2.12 Liaising with the ESFA (and London Borough of Ealing where appropriate) over any matter relating to finance and resources.
- 2.13 Overseeing arrangements for the use of the Academy premises otherwise than by the Academy and to review annually the policy of the Academy on lettings.

- 2.14 Overseeing all matters relating to the health and safety of pupils and staff and other persons while using the Academy premises and equipment and to take reasonable steps to procure the due compliance with any laws, directives or regulations relating to them.
- 2.15 Reviewing the Corporate Risk Register with the Finance and Resources & Audit and Risk Committee termly to consider and review specific strategic and high-level risks which impact significantly on the financial position of the Academy and on its operations more generally and any changes to the Risk Register. To report significant risks and mitigating actions to the Board of Trustees, which retains responsibility for the Risk Register.
- 2.16 Authorising the disposal of items of equipment that have become surplus to requirements, unusable or obsolete with an original purchase value of over £5,000 and up to £30,000 and to report such authorisations to the Board of Trustees. Disposals valued at over £30,000 must be authorised by the Board of Trustees. Disposals valued under £5,000 should be authorised by the Principal & CEO and reported retrospectively to the Finance & Resources Committee.
- 2.17 Exercising the powers and duties of the Board of Trustees in respect of ensuring satisfactory arrangements for financial governance are in place, except for those items specifically reserved for the Board of Trustees and those delegated to the Principal & CEO and other staff. Reporting any concerns in relation to the Academy's arrangements for financial governance to the Board of Trustees.
- 2.18 To review the Academy's programme of risk review which must extend to the financial and non-financial controls and risks, including the corporate risk register, contingency and business continuity planning, fraud risk, and all systems, financial and otherwise to confirm adequate internal controls and systems are in place and risks are mitigated. To report to the Board on the adequacy of the internal control framework, including financial and non-financial controls and management of risks.
- 2.19 To advise the Board of Trustees on the appointment of internal audit, meeting any specific requirements of the Academies Trust Handbook. To inform the Trustees' Report and Governance Statement published in the Academy's Financial Statements.
- 2.20 To oversee and approve the programme of work to deliver internal scrutiny that provides coverage across the year. To ensure that risks are being addressed appropriately through internal scrutiny.

- 2.21 To review internal scrutiny reports issued by the Internal Auditor on the effectiveness of the financial procedures and internal controls and monitor progress to implement recommendations. These reports should be reported to the Board of Trustees.
- 2.22 To have oversight of information submitted to the DfE and ESFA that affects funding, including pupil number returns and funding claims (for both revenue and capital grants) completed by the Academy, is accurate and in compliance with funding criteria.
- 2.23 To consider outputs from other assurance activities by third parties including ESFA financial management and governance reviews, funding audits and investigations.
- 2.24 To review policies and controls over the effective operation of financial procedures, including the implementation of bank account arrangements and, where appropriate make recommendations for improvement.
- 2.25 To review the Academy's policy on fraud and irregularity monitoring compliance with it.
- 2.26 To review the Academy's governance arrangements including review of the code of practice for the Board of Trustees and code of conduct for staff.
- 2.27 To review the draft financial statements and ensure they are prepared in accordance with the ESFA Accounts Direction, Companies Act and Charities SORP requirements. To highlight any significant issues to the Board of Trustees and, once any issues have been resolved, recommend to the Board of Trustees acceptance and approval of accounts, prior to submission to the ESFA by 31 December.
- 2.28 To have access to external auditor as well as those carrying out internal scrutiny and consider their quality. To receive and consider the Post Audit Review letter from the external auditor and present it to the Board of Trustees with the Financial Statements.
- 2.29 To advise the Board of Trustees on the appointment and remuneration of external auditors and the scope of their work.
- 2.30 To ensure the withdrawal of any individual if she/he has a business, pecuniary or personal interest in the business of the committee.

### **3.0 Powers and duties delegated to the Human Resources Committee**

- 3.1 To authorise significant permanent changes to the Academy's establishment. The Principal & CEO may, when considered necessary, obtain prior approval of permanent changes to the establishment from the Chair of the Board of Trustees.
- 3.2 To determine the policy on teachers', and associate staff pay progression.
- 3.3 To review and authorise teaching, and associate staff pay progression.
- 3.4 To form a panel to undertake the Principal & CEO performance review annually in the autumn term (to invite external expertise to support the panel as appropriate).
- 3.5 Further to the completion of the performance review to conduct, at least annually, a confidential review of the salaries of the Principal & CEO, Vice Principal, Head of Primary Phase, and Director of Finance & Resources and shall consider any other individual salary questions.
- 3.6 To set and review staff related policies including, but not restricted to, policies covering; staff absence, staff discipline, equal opportunities in employment, maternity, paternity and adoption, staff grievances and travel and subsistence.
- 3.7 Determining policies and procedures on how the recruitment and appointment of staff will be managed, establishing procedures for management of staff conduct, discipline and grievances.
- 3.8 Establishing, following consultation with all staff, and reviewing annually an Appraisal Policy for all staff.
- 3.9 To ensure the Finance and Resources, Audit and Risk Committee is consulted and approval obtained for decisions with financial implications.
- 3.10 To review arrangements and monitor performance for:
  - succession planning
  - strategies to aid retention
  - staff absence
  - employee engagement and staff satisfaction surveys

### **4.0 Powers and duties delegated to the Education Committee**

- 4.1 To consider all matters relating to curriculum development and achievement of pupils at the Academy.
- 4.2 In conjunction with the Principal & CEO to monitor the delivery of the Curriculum and advise the Full Board of Trustees.
- 4.3 To hear complaints in respect of any curricular matter including a decision to disapply or modify the Curriculum in respect of a particular pupil.

- 4.4 In conjunction with the Principal & CEO, to oversee the arrangements made for religious education and collective worship and to ensure that they are in accordance with the Academy's memorandum and Articles of Association and the Funding Agreement with the DfE.
- 4.5 In conjunction with the Principal & CEO, to make recommendations to the Board of Trustees with a view to ensuring that its duties in respect of the following matters are duly performed and that the Academy's policies in respect of such matters are carried out and kept under review:
- a) Special and additional Educational Needs including disapplication of the Curriculum:
  - b) Sex & Relationships Education (SRE)
- 4.6 In conjunction with the Principal & CEO and the Academy Leadership Team to keep the Academy Improvement Plan and the Self Evaluation Framework (SEF) under review.
- 4.7 To ensure the withdrawal of any individual if she/he has a business, pecuniary or personal interest in the business of the committee.
- 4.8 To oversee the use of Pupil Premium, including the PE and Sports Premium, and to review annually the published Pupil Premium statement.
- 4.9 To oversee residential and overseas journeys ensuring their educational aims and values.

## **5.0 Powers and duties delegated to the Principal and Chief Executive Officer**

- 5.1 The Principal & CEO is the Academy's Accounting Officer and under the guidance of the Board, must have appropriate oversight of financial transactions, by:
- ensuring that all the Academy's property is under the control of the Trustees, and measures are in place to prevent losses or misuse, including maintenance of fixed asset registers;
  - ensuring that bank accounts, financial systems and financial records are operated by more than one person;
  - keeping full and accurate accounting records; and preparing accruals accounts which give a true and fair view of the trust's use of resources, in accordance with existing accounting standards.
- 5.2 The Principal & CEO has delegated powers and functions in respect of internal organisation, management and control of the Academy, the implementation of all

policies approved by the Board of Trustees and for the direction of teaching and the curriculum. The Principal & CEO shall be responsible for:

### **Budgetary control**

- 5.3 Reviewing income and expenditure reports and highlighting actual or potential overspending to the Finance and Resources Committee.
- 5.4 Approving any virement between budget headings, with the Director of Finance & Resources up to £20,000 which have no effect on the forecast budget surplus/deficit and reporting such approval to the Finance and Resources Committee.

### **Financial Management**

- 5.5 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**

- 5.6 Authorising orders and contracts over £5,000 and up to £20,000 in conjunction with the Director of Finance & Resources.
- 5.7 Ensuring that all contracts and agreements conform to the Financial Regulations.

### **Payroll and Personnel**

- 5.8 Approving new staff appointments within the authorised establishment, except for any senior staff posts which the Board of Trustees has agreed should be approved by it.
- 5.9 Certifying the payment of salaries each month, in conjunction with the Director of Finance & Resources, the Principal & CEO may delegate the certification of salaries to an Associate Principal if he considers it appropriate.

### **Security of Assets**

- 5.10 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**

- 5.11 The operation of financial processes within the Academy, ensuring that adequate and effective internal controls are in place and that the principles of internal control are maintained.
- 5.12 Ensuring that full, accurate and up to date records are maintained in order to provide financial and statistical information.

- 5.13 Ensuring that all records and documents are available for audit by the appointed external auditors and by the Responsible Officer.

### **Corporate Risk Management**

- 5.14 To maintain and monitor the corporate risk register, ensuring all risks to the Academy's operations are identified and management action is taken to mitigate identified risks.

## **6.0 Financial Powers and duties delegated to the Director of Finance and Resources**

- 6.1 The Director of Finance and Resources should play both a technical and leadership role, including ensuring sound and appropriate financial governance and risk management arrangements are in place, preparing and monitoring of budgets, and ensuring the delivery of annual accounts. Specifically he/she shall be responsible for:

### **Budgetary Control**

- 6.2 Preparing an annual draft budget plan for consideration by the Finance and Resources Committee and Board of Trustees before the start of the relevant financial year.
- 6.3 Monthly monitoring of expenditure and income against the approved budget and submitting reports on the Academy's financial position to a minimum of 3 meetings of the Finance & Resources Committee. Any actual or potential overspending shall be reported to the Finance & Resources Committee.
- 6.4 Approving virement between budget headings of under £10,000 which have no effect on the forecast budget surplus/deficit and reporting such approval to the Resources & Facilities Committee.

### **Purchasing**

- 6.5 Authorising orders and contracts up to £20,000 in conjunction with Budget Holders and Principal & CEO.
- 6.6 Maintaining a register of formal contracts entered into, amounts paid and certificates of completion.
- 6.7 Retention of quotes obtained for goods, works and services.
- 6.8 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.

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

**Payroll and Personnel**

- 6.10 Ensuring that the monthly payroll is checked and certifying it for payment in conjunction with the Principal & CEO or Associate Principal and HR Manager.

**Income**

- 6.11 Ensuring that all income is accurately accounted for and is promptly collected and banked intact.
- 6.12 Authorisation of the write off of debts not collectable below £1,000.

**Banking Arrangements**

- 6.13 Maintaining proper records of account and reviewing monthly bank reconciliations.
- 6.14 Preparing cash-flow forecasts and overseeing investment of surplus funds in accordance with the Academy's approved investment's policy.

**Insurances**

- 6.15 Ensuring adequate insurance arrangements are in place. Notifying the Finance & Resources Committee on any eventuality that could affect the Academy's insurance arrangements.

**Security of Assets**

- 6.16 Maintaining a permanent and continuous register of all items of furniture, equipment, vehicles and plant.

**Information and Communication Systems**

- 6.17 Maintaining the standards of control for such systems in operation within the Academy to include the use of properly licensed software, and for the security and privacy of data in accordance with the Data Protection Act.

**Delegated Authority**

<b>Delegated duty</b>	<b>Value</b>	<b>Delegated authority requiring signature</b>	<b>In consultation with</b>
Virement between and within budget heads (all reported to the Finance & Resources Committee)	Up to £20,000	Principal & CEO & DF&R	
	Over £20,000	Chair of The Board of Trustees	
Bank account transfers and cheque / BACS payment authorisation	Any	Two account signatories being any two from Chair of the Board of Trustees, Principal & CEO, Associate Principal and DF&R	
Requisitions for orders / Invoice approval	Up to £1,000	Budget Holder (and in Academy Improvement plan)	
	With a single item value over £1,000	Budget Holder and Associate Principal and DF&R	
	£5,000 to £20,000	Budget Holder, DF&R, and Principal & CEO or Associate Principal	
	£20,000 to £100,000	Principal & CEO; DF&R Finance, Resources, Audit & Risk Committee (FRARC)	Chair of the Board of Trustees
	Above £100,000	Chair of Board of Trustees	Board of Trustees
Quotations and tendering	£5,000 to £30,000	Minimum of three quotes to be obtained by Budget Holder plus DF&R and subject to best value	Principal & CEO
	Over £30,000 to relevant Public Contracts Regulations (PCR) procurement threshold	Formal tendering process requiring Finance, Resources, Audit & Risk Committee approval and minuted accordingly	

	Over procurement threshold limit	PCR	Advertise a contract notice using the UK e-notification service, Find a Tender (FTS) service, Finance Resources, Audit & Risk Committee approval and minuted accordingly	
Authority to accept other than lowest quotation	Up to £20,000		DF&R	Principal & CEO
	Above £20,000		Finance, Resources, Audit & Risk Committee	
Disposal of assets	Up to £5,000 per balance sheet		DF&R	
	Over £5,000 per balance sheet		Finance, Resources, Audit & Risk Committee	
Write-off of bad debts	Up to £1,000		DF&R	
	Over £1,000		Finance, Resources, Audit & Risk Committee	
	1% of total annual income or £45,000 (whichever is smaller) per single transaction		ESFA	
Signatories for grant claims / DfE returns	Any		Any two (or as required) of Principal & CEO and DF&R	
Income /sales invoice approval for services to others	Up to £10,000		DF&R	
	Up to £30,000		DF&R	Principal & CEO
	Over £30,000 to £100,000		DF&R and Principal & CEO	Chair of the Board of Trustees
	Over £100,000		Finance, Resources, Audit & Risk Committee	