



# **SCHEME OF DELEGATION**

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<b><u>Approved by</u></b>	Board of Trustees
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<b><u>Approvals</u></b>			
<b>Name</b>	<b>Position</b>	<b>Signature</b>	<b>Date</b>
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<b><u>Document History</u></b>			
<b>Version</b>	<b>Date</b>	<b>Author</b>	<b>Note of Revisions</b>
1	1 July 2018	A D'Arcy	
2	2 Dec 2019	K Stringer and J McKinlay	Revised name of policy to Scheme of Delegation instead of Financial Management Policy. Updated Terms of Reference for all Committees following formal review of Governance Updated Financial Scheme of Delegation to reflect Trust working practices.
3	July 2020	Board of Trustees	Reviewed – no changes

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- 3 Roles and Responsibilities

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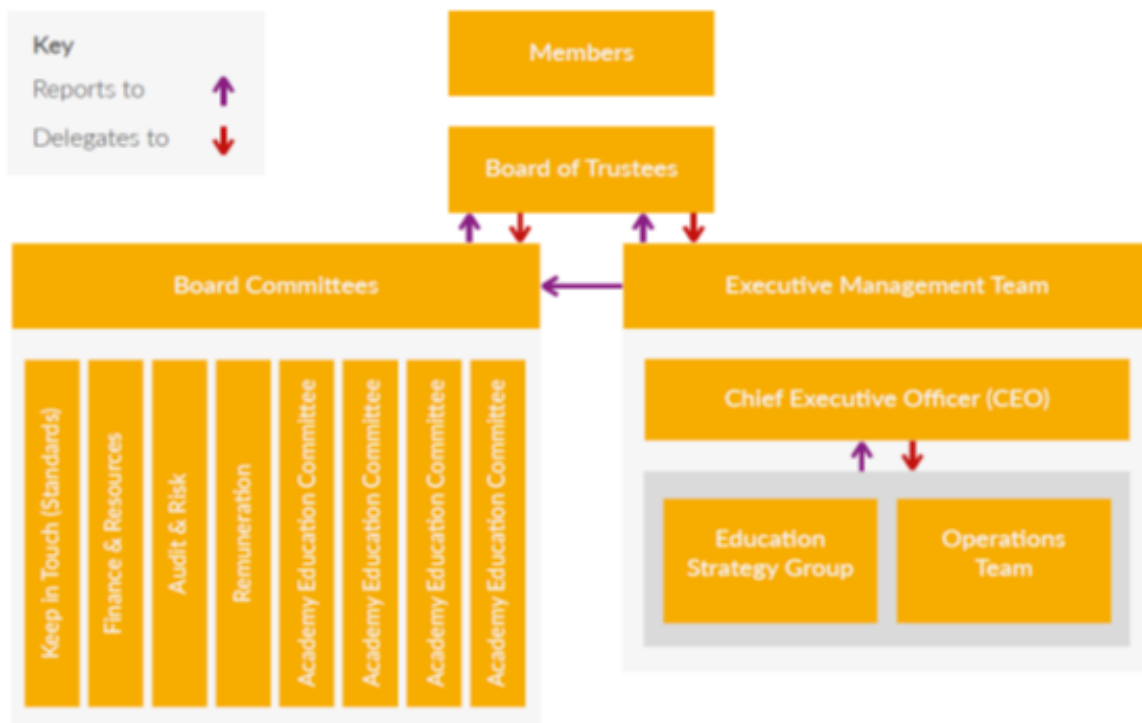
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## **1.0 Introduction**

- 1.1 The Accord Multi Academy Trust was established on 1 September 2016. The Trust is a multi-academy trust capable of operating and maintaining a number of academies (each an "academy" and together the "academies").
- 1.2 The Trust is both a company limited by guarantee, registered with Companies House, and an exempt charity, regulated by the Secretary of State for Education, who acts as the principal regulator.
- 1.3 The Trust's constitution and its charitable objective is set out in its Memorandum and Articles of Association ("Articles").
- 1.4 The Trust retains the legal responsibility for running the academies and is responsible for all assets and liabilities, rights and obligations
- 1.5 Academies within the Trust are not established as legal entities in their own right. They do not have a legal personality. This means that all assets and liabilities of each academy are run by the Trust and all contracts (whether in relation to employees or otherwise) for each academy will be held and entered into (respectively) by the Trust.
- 1.6 Trustees have an overriding duty to act freely and in the best interest of the Trust and the academies at all times.
- 1.7 The purpose of this Scheme of Delegation is to provide operating clarity as to the roles, responsibilities and authority of those who contribute to the governance and oversight of the academies and the Trust itself. This Scheme of Delegation is subsidiary to the Articles, the Funding Agreement(s) and all schools/academies legislation.
- 1.8 This Scheme of Delegation sets out the powers that the Board's Committees (including AECs) and the CEO may exercise on behalf of the Trustees. This is supported by the Terms of Reference for each governance meeting or committee. A full summary of these delegations can be found at
  - Appendix 1 Trust Scheme of Delegation Summary Table and;
  - Appendix 2 - Governance Terms of Reference
- 1.9 The Trustees reserve the right (in their absolute discretion) to review and alter this Scheme of Delegation and the level of delegated responsibility at any time, and will be formally reviewed for its effectiveness at least every two years.

## 2.0 Governance Structure

- 2.1 The Trust's academies work in one 'Accord', with a single shared vision, a single Board of Trustees, and a single Scheme of Delegation.
- 2.2 The governance structure is designed to reflect the overall responsibility of the Board of Trustees, the delegated responsibilities to Trust Committees and the Chief Executive Officer (CEO). The structure defines the management arrangements of Executive Principals and Principals, the Education Strategy Group (ESG) and the Operations Team. It places high value on the local experience and understanding of the Academy Education Committees in assessing the performance of their academy and its interaction with the local community.
- 2.3 The diagram below shows the relationship between the different elements of the governance structure:



## 3.0 Roles and Responsibilities

### 3.1 Members

- The Members of the Trust are guardians of the governance of the Trust and as such have a different status to Trustees.
- They are the subscribers to the Memorandum and Articles of Association (the legal document which outlines the governance structure and how the Trust will operate).
- The Members appoint Trustees to ensure that the Trust's charitable object is carried out and so are able to remove Trustees if they fail to fulfil this responsibility. They oversee the achievement of the objectives of the Trust acting as the 'conscience' and 'moral guardian' of the Trust's purpose and values, and oversee the performance of the Board.
- The Board submits an annual report on the performance of the Trust to the Members at the Annual General Meeting to enable them to fulfil this role.
- Nobody may be a Member, Trustee and an AEC Governor.

### 3.2 Board of Trustees

- The Board of Trustees are responsible for the general control and management of the administration of the Trust and is made up of seven Member appointed Trustees and two co-opted Trustees.
- The Board:
  - ensures clarity of vision, ethos and strategic direction.
  - holds the CEO to account for the educational performance of the Trust's academies and their pupils, plus the performance management of staff.
  - oversees the financial performance of the Trust and make sure its money is well spent.
- The Board produces an annual report on the performance of the Trust for Members, and for external publication. It also produces a newsletter for all members of the governance structure after each Board of Trustee meeting.
- Because Trustees are bound by both charity and company law, the terms 'Trustees' and 'Directors' are often used interchangeably. The Accord Multi Academy Trust uses the term 'Trustee' as it avoids the possible confusion caused as executive leaders may be called 'Directors' but are neither company directors nor Trustees.
- As part of their responsibility, Trustees may take on a link responsibility, either being a Chair of a Committee or for a Trust Wide priority. You can find out more about the Trustees here: <https://accordmat.org/about-us/>
- The Trustees have established a number of committees to carry out some of its governance functions. This includes making decisions, although any decisions made will be deemed decisions of the Board of Trustees. A full summary of these delegations can be found at
  - Appendix 1 - Trust Scheme of Delegation Summary Table and;
  - Appendix 2 - Governance Terms of Reference

### 3.3 Board of Trustees Committees

#### 3.3.1 The Board has the following committees:

- **Keep in Touch (KIT) Standards**

This committee provides a forum between the Board, AECs and the Executive Principals/Principals/Heads of Academy to focus on the educational targets for each academy, monitoring the quality of the educational standards and performance, and challenging any areas of underperformance.

- **Finance & Resources**

This committee assists the Board in its on-going oversight of the Trust's arrangements for budgeting, financial planning, financial performance and financial reporting in respect of both revenue and capital activities and the associated resource planning.

- **Audit & Risk**

This committee assesses the scope and effectiveness of the systems established by the executive management team to identify, manage and monitor financial and non-financial risks to the Trust via the risk register. It also maintains oversight of the Trust's governance, internal control, financial reporting and value for money frameworks, in order to establish levels of compliance throughout the organisation.

- **Remuneration**

This committee maintains an oversight of the Trust's approach to remuneration and pay progression.

3.3.2 The Board can create additional committees, working parties or panels as required. The Board may remove delegations from any committee, working party or panel as required.

### 3.4 **Academy Education Committee (AEC)**

- The purpose of the Academy Education Committee (AEC) is to focus on challenging and supporting the quality of provision and educational outcomes for young people at Academy level.
- The AEC is responsible for overseeing the effectiveness of the Academy, working in conjunction with the Trustees, Education Strategy Group, Operations Team, Principal and Academy Senior Leadership Team.
- The AEC has specific responsibility to focus on academy improvement and to act as a link to the Board of Trustees for their academy. It is an expectation that each AEC has a representative at the Keep in Touch (Standards) meetings alongside the Principal and CEO.
- Trustees are not required to sit on AEC, but may choose to do so.
- Trustees will appoint the Chair, and approve AEC members who will be known as Governors.
- Trustees will ensure that two parents are elected to the AEC.
- AECs are appointed by the Board of Trustees, and so delegation can be removed at any time.
- The Board has also agreed that each AEC may also hold Complaints, Disciplinary and Exclusion Panels as appropriate.

### 3.5 **Transitional Improvement Board (TIB)**

- In some circumstances the Board of Trustees may decide that a Transitional Improvement Board (TIB) would be a more appropriate committee at local level.
- In practice, the responsibilities of a TIB do not differ greatly to an AEC, but there will be a high level of support and direction from the Education Strategy

Group and Operations Team. The TIB may also involve the guidance from a National Leader of Governance (NLG). There may also be an increased frequency of calendared meetings.

- After an initial period of support, it is expected that the TIB will become an AEC.
- Full guidance on a TIB will be available to Governors if required.

### 3.6 **Chief Executive Officer (CEO)**

- The CEO has the delegated responsibility for the operation of the Trust including the performance of the Trust's academies. As such, the CEO is responsible for the performance management of the Executive Principals and Academy Principals.
- The CEO is the Accounting Officer so has overall responsibility for the operation of the Trust's financial responsibilities. The CEO must ensure that the organisation is run with financial effectiveness, stability and probity; avoiding waste and securing value for money in line with the Academies Financial Handbook and the Funding Agreement.

### 3.5 **Executive Management Team: Education Strategy Group and Operations Team**

- The CEO leads the Trust's Executive Management Team, made up of the Education Strategy Group and the Operations Team. The CEO may delegate executive management functions to members of these Teams. This includes preparing reports on specific areas of responsibility, such as HR/Finance/Operations/Estates/ICT and Pupil Data for the Board and its Committees.
- The CEO is accountable to the Board of Trustees for the performance of the Executive Management Team. You can find out more here <http://www.accordmat.org.uk/about-us/>

### 3.6 **Executive Principal/ Principal/Head of Academy (Academy Leaders)**

- The Executive Principal/ Principal is responsible for the day to day management of the academy/academies and is managed by the CEO.
- The Academy Leader produces reports, in standard Trust format, for the AEC (on matters which have been delegated to it) and to the Keep in Touch (Standards) Committee.
- A Head of Academy, where applicable, reports directly to Executive Principal.



## Appendix 1 - Trust Scheme of Delegation Summary Table

### Key

	Function <b>cannot</b> legally be undertaken at this level
✓	Action to be undertaken at Trust Level
✓	Action to be undertaken at Academy Level
A	Provide advice and support to those accountable for decision making
<>	Direction of advice and support

Area	Decision	Members	Trust Board	Trust Finance Committee	Trust Audit Committee	Trust Remuneration Committee	Trust Keep In Touch Committee	CEO	Academy Education Committee	Executive Principal/ Academy Principal	Head of Academy
<b>Governance Framework</b>											
People	Members: Appoint/Remove	✓									
	Trustees: Appoint/Remove	✓	✓								
	Role descriptions for Members	✓									
	Role descriptions for Trustees/Chair/Specific Roles/Committees /AEC Governors		✓					<A			
	Board Committee Chairs: appoint and remove		✓	✓	✓	✓	✓	<A			
	Academy Education Committees Chairs/Governors: appoint and remove		✓					<A			
	Academy Education Committees Parent Governors: elected							>A	✓		
	Clerk to the Trust Board: appoint and remove		✓					<A			
	Clerk to the Academy Education Committees		✓					<A			
Systems & Structures	Articles of Association: review and agreed	✓	<A					<A			
	Governance Structure for the Trust (establish and review annually)		✓					<A			
	Terms of Reference for Trust Board Committees and Scheme of Delegation for Academy Education Committees: agree annually		✓					<A			
	Skills Audit: complete and recruit to fill gaps; use and develop annual training programme		✓					<A>	✓		
	Annual Self Review of Trust Board and Committees: complete annually		✓								
	Annual Self Review of Academy Education Committees							>A	✓		
	Chair's performance: periodic 360 review		✓					<A			
	Trustee/ Academy Education Committee Governor contribution : review annually							>A	✓		
	Succession: plan		✓					<A>	✓	A	<A
	Annual Governance Calendar for Trust Board: agree		✓	✓	✓	✓	✓	<A			
	Annual Governance Calendar for Academy Education Committee: agree							>A	✓	A	<A
	Term Dates and Length of Academy Day		✓					<A	<A	<A	<A
	Provision of Religious Education to meet local syllabus		✓					<A	<A	<A	<A
Admissions Authority: agree		✓					<A	<A	<A		

Area	Decision	Members	Trust Board	Trust Finance Committee	Trust Audit Committee	Trust Remuneration Committee	Trust Keep In Touch Committee	CEO	Academy Education Committee	Executive Principal/ Academy Principal	Head of Academy
<b>Reporting</b>											
Reporting	Publication on Trust and individual Academy websites full statutory compliance and of all required details on governance arrangements; including register of interests.		✓					<A>	✓	A	<A>
	Annual report on performance of the Trust: submit to Members and publish		✓					<A>			
	Annual report and accounts including accounting policies, signed statement on regularity, propriety and compliance, incorporating governance statement and demonstrating value for money, in line with the most recent Academies Financial Handbook and Accounts Direction: submit		✓					<A>			
	Annual report work of the Academy Education Committee: submit to the Trust							A>	✓	<A>	<A>
<b>Being Strategic</b>											
Being Strategic	Determine Trust-wide policies which reflect the Trust's ethos and values (facilitating discussions with unions where appropriate): approve		✓	✓	✓	✓	✓	<A>			
	Determine Academy level policies which reflect the Academy's ethos and values: approve		✓				✓	A>	✓	<A>	<A>
	Central spend/top slice: agree		✓	<A>				<A>			
	Management of risk: establish register, review and monitor		✓	<A>	<A>	<A>	<A>	<A>	✓	<A>	<A>
	Engagement with stakeholders	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
	Trust's vision and strategy, agreeing key priorities and key performance indicators (KPIs) against which progress towards achieving the vision can be measured: determine		✓					<A>			
	Academy Development Plan (ADP) and SEF in line with the strategic aims of the Trust: agree and monitor		✓					A>	✓	<A>	<A>
	Academy key priorities and key performance indicators (KPIs) through Principal's Report: review and monitor							A>	✓	<A>	<A>
	Chief Executive Officer: appoint and dismiss			✓							
	Academy Principal: appoint and dismiss							✓	<A>		
	Staff: appoint and dismiss							✓		✓	<A>
	Budget plan to support delivery of trust key priorities: agree			✓	<A>				<A>		
	Budget plan to support delivery of Academy key priorities: agree							✓		<A>	<A>
	Ofsted Inspections: Trust Support			✓				✓	<A>	<A>	<A>

Area	Decision	Members	Trust Board	Trust Finance Committee	Trust Audit Committee	Trust Remuneration Committee	Trust Keep In Touch Committee	CEO	Academy Education Committee	Executive Principal/ Academy Principal	Head of Academy
<b>Holding to Account</b>											
Holding to Account	Auditing and reporting arrangements for matters of compliance (e.g. safeguarding, H&S, employment): agree		✓	✓	✓	✓	✓	<A>	✓	<A>	<A>
	Reporting arrangements for progress on key priorities: agree		✓	<A>	<A>	<A>	<A>	<A>	✓	<A>	<A>
	Performance management of the Chief Executive Officer: undertake		✓			<A>					
	Performance management of Executive Principal/Academy Principal							✓	<A>		
	Trustee monitoring: agree arrangements		✓					<A>			
	Academy Education Committee Governor monitoring							>A>	✓	<A>	<A>
	Academy Education Committee performance monitoring: agree arrangements		✓					<A>			
<b>Ensuring Financial Probity</b>											
Ensuring Financial Probity	Appoint Accounting Officer for delivery of Trust's detailed accounting processes		✓	<A>				<A>			
	Trust's scheme of financial delegation: establish and review (Financial Authorities)		✓	✓				<A>			
	Academy's scheme of financial delegation: establish and review (Financial Authorities)			✓				<A>			
	Ensure compliance with Funding Agreement and Academies Financial Handbook		✓	<A>				<A>			
	Recommend External Auditors to the Members		✓	<A>	<A>			<A>			
	Appoint Internal Auditors and review Internal Audit Annual Report		✓	<A>	<A>			<A>			
	External Auditor's report: receive and respond		✓	<A>				<A>	✓	A	<A>
	CEO Pay Award: agree		✓			✓					
	Academy Principal Pay Award: agree		✓			✓		<A>	<A>		
	Staff Appraisal procedure and pay progression: review and agree						✓	<A>	✓	<A>	<A>
	Benchmarking and Trust-wide value for money: ensure robustness				✓			<A>	✓	<A>	<A>
	Develop Trust-wide procurement strategies and efficiency savings programme (Purchasing Statement)							✓			
Review and approve Trust wide procurement strategies and efficiency savings programme (Purchasing Statement)				✓			<A>				

## **Appendix 2 - Governance Terms of Reference**

### **1.0 Annual General Meeting (AGM)**

#### **1.1 Purpose & Scope**

- To ensure that the Trust's charitable object is carried out.
- To oversee the achievement of the Trust.
- To oversee the performance of the Trustees.

#### **1.2 Composition**

- The agreed Governance Structure consists of five Members.
- Members and Trustees are invited to the Annual General Meeting.
- The AGM will be quorate when no less than three Members are present.

#### **1.3 Meeting Frequency**

- The AGM will take place annually, in December in line with the Governance Calendar.
- Members may choose to meet at other times in line with the Articles of Association.

#### **1.4 Summary Delegations**

- The Members will receive the Annual Accounts from the Board of Trustees.
- The Members will approve any requests in line with the Articles of Association:
  - Appointed or removing Members.
  - Appointing or removing Trustees.
  - Reviewing role description for Members.
  - Approving recommendations for changes to the Articles of Association.
  - Approving recommendations for a change in the name of the Trust.

#### **1.5 Administration**

- The meeting will be clerked in line with the approved Trust clerking arrangements.

### **2.0 Board of Trustee Meetings**

#### **2.1 Purpose & Scope**

- The Board of Trustees is the main Governing Body for the Trust and is accountable for the actions of all elements of the Trust including academy performance and financial probity.

#### **2.2 Composition**

- The agreed Governance Structure for the Board of Trustees consists of nine Trustees. This is made up of up to seven Member appointed Trustees, and up to two Co-opted Trustees.
- The quorum for the Board of Trustees is no less than five non-executive Trustees in attendance.

- The Chair and Vice Chair will be elected annually by the Trustees. Trustees employed by the Trust are not eligible for nomination as Chair or Vice Chair.

### **2.3 Meeting Frequency**

- The Board of Trustees meets six times a year in line with the Governance Calendar. One of these meetings may be the Annual Governance Conference.
- Trustees may request additional meetings in line with the Articles of Association.

### **2.4 Delegations**

- The Board of Trustees is responsible for Trust strategy and monitoring operational policy through the Chief Executive (CEO).
- The Board of Trustees agrees the Annual Scheme of Delegation which sets out the delegations approved by the Board of Trustees.

### **2.5 Administration**

- The meeting will be clerked in line with the approved Trust clerking arrangements.

## **3 Keep In Touch (Standards) Committee**

### **3.1 Purpose**

It is the role of the Keep in Touch (Standards) Committee to provide a forum between the Board of Trustees, AECs, and Academy Principals/Executive Principal & Head of Academy to focus on managing:

- The setting of educational targets for each academy within the Trust and the monitoring of progress towards those targets.
- Monitoring the quality of the full range of educational standards and performance and challenging any areas of underperformance.
- Considering recommendations from Academy Improvement Partners and/or external reviews.

### **3.2 Composition**

- The Keep in Touch (Standards) Committee will comprise at least one Trustee with educational expertise, as identified in the skills audit; the CEO; a representative from the AEC; and the Academy Principal/Executive Principal & Head of Academy
- This committee is quorate with one Trustee, the CEO and the Executive/Academy Principal.

### **3.3 Meeting Frequency**

- This committee meets no less than three times per year with each Academy.

### **3.4 Administration**

- The meeting will be clerked in line with the approved Trust clerking arrangements.

## **4.0 Finance & Resources Committee**

### **4.1 Purpose & Scope**

- The Finance & Resources Committee is a Committee of the Board of Trustees and its role is to support and advise the Board in exercising its authority in relation to the matters set out in these terms of reference. The Committee is responsible to the Board for its performance.
- The Board has defined the Committee's purpose as assisting the Board in its on-going oversight of the Trust's arrangements for budgeting, financial planning, financial performance and financial reporting in respect of both revenue and capital activities.
- The Committee will assist the Board on its ongoing oversight of all other support operations of the Trust, including Estates, Compliance, ICT and HR as required.
- It is authorised to request any information it requires from any employee, external auditor or internal auditor regarding its duties and responsibilities. The Finance & Resources Committee is authorised to request any outside legal or independent professional advice it considers necessary, normally in consultation with the Accounting Officer. However, the Finance & Resources Committee may not incur expenditure without approval of the Board of Trustees.

### **4.2 Composition**

- The committee has no fewer than five non-executive Trustees.
- The Finance & Resources Committee will be quorate if three non-executive Trustees are present.
- At least one member of the Finance & Resources Committee should have recent or relevant accountancy or audit assurance experience

### **4.3 Meeting Frequency**

- This committee meets no less than three times per year.

### **4.4 Delegations**

The Board of Trustees delegates authority to the Finance & Resources Committee to:

- Review and scrutinise the summary of the Trust and its academies' budgets.
- Review and scrutinise the Condition Improvement Fund allocations to individual academies.
- Review and scrutinise the schemes of delegation in relation to Finance and Assets and make recommendations for any changes to the Board.
- Review and scrutinise the Trust and Academy budgets.
- Review the Financial Statements in the Annual Report and Accounts and recommend them to the Board of Trustees.

The Finance & Resources Committee shall undertake and be responsible for the following activities:

- Monitoring the current and projected levels of income and expenditure across individual academies
- Reviewing the central team management accounts and monitoring performance against the financial and resource objectives approved in the annual plan and budget.

- In conjunction with the Audit Committee, ensuring that an effective framework for the financial management of the Trust is in place.
- Reviewing the financial implications and any significant financial risks associated with new proposals and developments.
- Advising the Board of Trustees on strategic matters relating to Finance, Estates, Procurement, and other key support function activities.
- Reviewing income and expenditure of the Trust as well as individual academies.

#### **4.5 Administration**

- The meeting will be clerked in line with the approved Trust clerking arrangements
- The minutes of the Finance & Resources Committee will be submitted to the Board of Trustees.
- The Committee shall report to the Board of Trustees as required and make whatever recommendations to them that it deems appropriate within the context of its Terms of Reference.

### **5 Audit & Risk Committee**

#### **5.1 Purpose & Scope**

- The Audit & Risk Committee is a Committee of the Board of Trustees and is authorised to investigate any activity within its Terms of Reference or specifically delegated to it by its Board of Trustees.
- It is authorised to request any information it requires from any employee, external auditor or internal auditor.
- It is authorised to request any outside legal or independent professional advice it considers necessary, normally in consultation with the Accounting Officer. However, the Audit Committee may not incur expenditure without approval of the Board of Trustees
- This committee acts independently from the executive management team to ensure that the interests of Members are properly protected in relation to financial reporting and internal control.
- The role of the Audit & Risk Committee is to assess the scope and effectiveness of the systems established by the executive management team to identify, assess, manage and monitor financial and non-financial risks to the company. It also maintains an oversight of the Trust's governance, internal control, financial reporting and value for money frameworks in order to establish levels of compliance throughout the Trust.

#### **5.2 Composition**

- This committee has no fewer than five non-executive Trustees.
- The Chairs of the Board of Trustees and Finance & Resources Committee shall not serve as the Chair of the Audit & Risk Committee does not sit on this committee.
- The Audit & Risk Committee will be quorate if three non-executive Trustees are present.
- At least one member of the Audit & Risk Committee should have recent or relevant accountancy or audit assurance experience.



### **5.3 Meeting Frequency**

- This committee meets no less than three times per year

### **5.4 Delegations**

- To ensure that the Internal Auditors commissioned comply with the standards set by the Chartered Institute of Internal Auditors.
- To receive reports from management, the External Auditor and Internal Auditor on an agreed basis and consider the issues raised, management responses and action plans.
- To monitor outstanding audit recommendations and ensure any agreed delays to implementation dates are reasonable.
- To ensure appropriate cooperation and coordination of the work of the External and Internal Auditor.
- To meet the Internal and External Auditor without management at least annually.
- To receive the annual management letter from the External Auditors and establish whether recommendations have been implemented.
- To review the content of the Annual Report and Accounts and advise the Board whether it is fair, balanced and understandable.
- To review the Trustees' Statement in the Annual Report and Accounts on the Trust's internal controls and risk management framework and recommend the statement to the Board of Trustees in line with the Annual ESFA Accounts Direction.
- The Committee must ensure an annual report is provided by an internal auditor covering key findings, recommendations and conclusions.

The Committee has the following duties:

- To review key risk areas via the risk register and scrutinise the Trust's approach to the management and control of the key areas of risk identified.
- To report to the Board of Trustees on the appropriateness of the controls put in place and the levels of compliance achieved.
- To review and scrutinise the Trust's risk management policy and make recommendations to the Board.
- To review the implementation of agreed risk management systems within academies, with particular focus on Safeguarding, Health and Safety and Educational Visits.
- In conjunction with the Finance Committee, ensuring that an effective framework for the financial management of the Trust is in place.
- To review the Trust's internal financial controls, that is, the systems established to identify, assess, manage and monitor financial risks.
- To review the External Auditor's annual planning proposals and make recommendations to the Board in respect of the approval of the planned audit approach and audit programme for the year.
- To monitor the External Auditors' compliance with the Ethical Standard and other related regulatory requirements
- To review and monitor management's responsiveness to the External Auditor's findings and recommendations

- To review the Internal Auditor's annual planning proposals and approve the planned audit approach.
- To monitor and assess the role and effectiveness of the Internal Audit process in the overall context of the Trust's risk management system.
- To review and scrutinise the Trust policy in relation to the provision of non-audit services by the auditor and make recommendations to the Board.
- To monitor that all allegations of fraud or irregularity are managed and investigated appropriately.
- Review and scrutinise the whistleblowing and anti-fraud and corruption policies and ensure that arrangements are in place by which staff may raise concerns in confidence and make recommendations to the Board.

The Committee has the following responsibilities:

- To advise the Board of Trustees and Accounting Officer on the adequacy and effectiveness of the Trust's governance, risk management, internal control and value for money systems.
- To advise the Board of Trustees on the appointment, reappointment, dismissal and remuneration of the external and regularity auditors.
- To advise the Board of Trustees on the need for and then the appointment, re-appointment, dismissal and remuneration of the internal auditors.
- To advise the Board of Trustees on the programme of work to be delivered by both the external and internal auditors. The programme of work should be derived from having regard to the key risks faced by the Trust.

## **5.5 Administration**

- The meeting will be clerked in line with the approved Trust clerking arrangements
- This committee presents minutes of its meetings to the full Board of Trustees.
- The Committee shall report to the Board of Trustees as required and make whatever recommendations to them that it deems appropriate within the context of its Terms of Reference.

## **6 Remuneration Committee**

### **6.1 Purpose & Scope**

- The Remuneration Committee is a committee of the Board of Trustees and is authorised to make recommendations on items within its Terms of Reference or specifically delegated to it by its Board of Trustees.
- The Remuneration Committee is authorised to request any outside legal or independent professional advice it considers necessary, normally in consultation with the Accounting Officer. However, the Remuneration Committee may not incur expenditure without approval of the Board of Trustees.
- The role of the Remuneration Committee is to maintain an oversight of the Trust's approach to remuneration and pay progression.

### **6.2 Composition**

- This committee has no fewer than three non-executive Trustees.

- The Remuneration Committee will be quorate if two non-executive Trustees are present.
- Trustees who have a role in a AEC are not eligible to attend this Committee.

### **6.3 Meeting Frequency**

- The Committee shall report to the Board of Trustees on an annual basis or more frequently if required and make whatever recommendations to them that it deems appropriate within the context of its Terms of Reference.

### **6.4 Delegations**

- To advise the Board of Trustees on the remuneration and conditions of service of the Academy Principals.
- To advise the Board of Trustees on the remuneration and conditions of service of the central team, including those of the CEO.
- To make specific recommendations on remuneration for senior staff to include Principals and all academy and central team staff earning over £60k and therefore disclosed in the senior staff note in the Trust's financial statements.
- In determining recommendations to the Trust's Board on the remuneration and conditions of service of designated senior post holders, the Committee will consider both national benchmarking information on pay and conditions for institutions of a similar size or approach and information on similar positions within the region.
- The committee receives reports and maintains oversight on the implementation of the Appraisal policy across the Trust.

### **6.5 Administration**

- The meeting will be clerked in line with the approved Trust clerking arrangements.
- This committee presents minutes of its meetings to the full Board.

## **7.0 Academy Education Committee**

### **7.1 Purpose & Scope**

- The purpose of the Academy Education Committee (AEC) is to focus on challenging and supporting the quality of provision and educational outcomes for young people at academy level.
- The delegations cover the procedural and statutory powers for the operational life of the individual academy.
- The AEC is responsible for overseeing the effectiveness of the academy, working in conjunction with the Trustees, CEO, Principal and Academy Senior Leadership Team.
- The scope of the AEC would include; exclusion review panels, complaints panels and staffing related panels supported by the Trust Operations Team.
- The AEC has specific responsibility to focus on Academy Improvement and act as a link to the Board of Trustees. It is a requirement that each AEC has a representative at the Keep in Touch (Standards) meetings alongside the Academy Leaders, with the CEO.

- The AEC is responsible for the safeguarding of young people and the safety of staff, and is required to report in the minutes of each AEC meeting that this duty is being fulfilled.
- The AEC will ensure the proper conduct of meetings, including keeping a record of 'Governors' business interests and ensuring secure records of meetings are maintained and reported to the Board of Trustees as per agreed protocols.
- In challenging and supporting Academy leaders in terms of provision and educational outcomes, the AEC will:
  - Ensure clarity of vision, ethos and strategic direction in line with the Academy strategic plan and the strategic objectives of the Trust.
  - Know the Academy well.
  - Support and strengthen Academy leadership locally.
  - Work efficiently with the Academy at a strategic level rather than operational level.
  - Provide appropriate and impartial levels of challenge to Academy leaders, particularly with regard to the quality of education.
    1. What are we teaching and why? (Intent)
    2. How we are teaching - pedagogy? (Implementation)
    3. How we are securing strong outcomes? (Impact)
  - Carry out their statutory duties, particularly with regard to safeguarding and ensuring that all young people are safe.
  - Understand the strengths and weaknesses of the Academy.
  - Understand and take sufficient account of pupil data.
  - Be aware of the impact of teaching, learning and progress in different subjects and across different year groups.
  - Ensure that specific finances are properly managed locally, specifically that pupil premium funding is used to ensure greatest impact.

## **7.2 Composition**

- The membership of the AEC will be approved by the Board of Trustees and should be between 7 and 9 'Governors'.
- The majority of 'Governors' will be Trust appointed with the Principal and CEO appointed as ex-officio 'Governors'.
- There should be a maximum of two parent governors on the AEC. The Trust parent governor election process will be followed to appoint to these positions.
- Members of the AEC will be known as 'Governors' and will be listed on the Get Information for Schools website.
- The quorum for the AEC is no less than 50% of Governors in attendance.

## **7.3 Meeting Frequency**

- AEC will meet every half term, six times per year in line with the Governance Calendar. One of these meetings will be the Annual Governance Conference.

## **7.4 Delegations**

### **Academy Improvement and Inclusion**

- To appoint from its members a designated Pupil Premium / Disadvantaged Governor and a link focusing on Looked After Children (this link usually ties in with the designated Child Protection and Safeguarding Governor).
- To monitor educational outcomes and progress against targets and the associated strategies for improvement and impact.

- To contribute to and review Academy self-evaluation documentation.
- To approve the Academy Development / Strategic Plan.
- To monitor implementation of any post OFSTED action plans and if relevant, any Trust related improvement plans.
- To ensure the Academy effectively implements strategies for inclusion.
- To attend exclusion panels as required.

#### **Safeguarding**

- To appoint from its members a designated Child Protection and Safeguarding Governor.
- To monitor the implementation of the Academy Child Protection and Safeguarding policies.
- To undertake an annual Safeguarding audit and act upon any recommendations ensuring that a completed submission is provided to the Board of Trustees.

#### **HR/Recruitment**

- To oversee staff appointment processes ensuring that Trust recruitment protocols are followed (other than the Principal which will be a shared process with the Board of Trustees).
- To attend staffing related panels supported / facilitated by Trust officers.
- To receive appropriate staffing reports and monitor the impact on educational provision and outcomes.
- To attend disciplinary panels as required.

#### **Finances**

- To receive appropriate reports on the Academy finances and monitor the impact on educational provision and outcomes.
- To monitor, review and report the use of pupil premium funding, sports premium funding, catch up funding, SEN High Needs funding allocations and any other ring-fenced grants.

#### **Compliance, Estates and ICT**

- To receive appropriate reports on Compliance, Estates and ICT and monitor the impact on educational provision and outcomes.

#### **Community, Governance and Local Issues**

- To monitor the implementation of Trust policies.
- To approve and monitor the implementation of agreed local Academy policies.
- To promote partnership working between parents/carers in order to promote high quality educational provision and outcomes.
- To ensure that feedback from stakeholder engagement is used to support the development of best practice and the quality of experience for young people and staff.
- To attend complaints panels as required.
- To ensure appropriate representation at Parents Forum and Academy events.

### **7.5 Administration**

- The minutes of the AEC are reported to and reviewed by the Board of Trustees.
- The meeting will be clerked in line with the approved Trust clerking arrangements.

## APPENDIX 3 - Financial Authorities

Delegation	Value	Delegated Authority
Ordering Goods and Services (raising requisitions) in line with Trust Purchasing Statement	Up to £2,000	2 signatories required: Budget Holder and either Trust Finance Manager or Academy Finance Lead (secondary academies only)
	£2,001 to £10,000	As above plus Principal As above plus Trust Director of Finance (central Trust orders only) - Minimum of Three written quotes/Preferred Supplier Status/Approved Framework Agreement
	£10,001 to £50,000	As above plus Trust Director of Finance
	£50,001 to £100,000	As above plus Trust Director of Finance and CEO - Formal Tendering Process required
	Over £100,000	As above plus Finance and Resources Committee. Formal Tendering Process including advertising in OJEU if over threshold
Operating Leases/Contracts	Any Value	Trust Director of Finance plus CEO
BACs payments and other online bank transfers (e.g. approved intercompany recharges)	Total payment run value of up to £50,000	Upload to be undertaken by Academy Finance Lead or Trust Finance Assistant. At least one signatory from the Approver List.
	Total payment run value of between £50,001 and £100,000	Two signatories. As above. Where possible, one from the Academy Approver List and one from the Trust Approver List. However, if required, two may be from the Trust Approver List.
	Total payment run value over £100,000	Three signatories As above, with an additional signatory from the Trust Approver List
Cheque signatories	Any Value	Two signatories, including at least one from the Trust Approver List
Signatories for ESFA grant claims	Any	Signed hard copy document to be kept on file as required by claim form
Virements with net nil impact on surplus/deficit position	Any value	Trust Finance Manager Reported to in the Monthly Reporting Pack
Virement of budget to amend surplus/deficit position	Up to 1% of original budget	Trust Director of Finance in conjunction with the CEO. Reported in the Monthly Reporting Pack
	Over 1% of original budget	As above plus Finance & Resources Committee
Request for expenditure against Reserves	Any Value	As above plus Finance & Resources Committee
Raising income invoices	Up to £10,000	Academy Finance Lead/Trust Finance Manager
	£10,001 to £100,000	As above plus Trust Director of Finance
	Over £100,000	As above plus Chair of Board of Trustees (or delegated Trustee)
Disposal of Assets	Any value	Trust Director of Finance Reported in the Monthly Reporting Pack

Write off Bad Debts	Up to £500	Reported in the Monthly Reporting Pack
	£501 to £1,000	Executive Principal/ Principal plus Trust Director of Finance Reported in the Monthly Reporting Pack
	£1,001 to up to 1% of annual income or £45,000 individually	As above plus Finance & Resources Committee
	Over 1% of annual income or £45,000 individually	As above plus ESFA approval
Purchase or sale of freehold property	Any	ESFA approval required (notify the Trust Director of Finance in first instance)
Granting or take up of any leasehold or tenancy agreement (refer to operating leases over 1 year)	Any	ESFA approval required (notify the Trust Director of Finance in first instance)
Investments outside of the current account and 32 day interest accounts	Any	Trustee Finance & Resources Committee

### Salaries & Payroll

Delegation	Delegated Authority
Payroll Processing	Executive Principal/Principal and Trust Director of Finance (payroll reports and payments will be checked as appropriate by Trust Finance Manager on a monthly basis).
Contracts of employment	Trust paperwork to be completed. Any contract changes need to be authorised by the Executive Principal/Principal and reported to the CEO prior to the change being confirmed.

### Intra Company Transactions (Transactions between the Trust and its academies or between Trust academies)

Delegation	Delegated Authority
Agreed Trust recharges	Annual Recharges Schedule to be agreed, then in line with BACs payments and other online bank transfers authority.
Agreed Salary recharges	Annual Salary Schedule to be agreed, then in line with BACS payments and other bank transfers authority.
Ad hoc recharges (e.g. Agreed purchases made at Trust level for all academies)	In line with agreed virement authorities, and then in line with BACS payments and other online bank transfers authority

### Approver List

Academy Approver	Trust Approver
Executive Principal	Trust Finance Manager
Principal	Director of Finance
Head of Academy	Chief Operating Officer
Vice Principal(s)	Chief Executive Officer