

## Scheme of Delegation

**Last amended 30.10.18 by Heather Watson**

**Ratified by the Board of Trustees October 2018**

**Next review due November 2018**



## Introduction

It is the Twynham Learning Multi-Academy Trust's stated intention and preference that:

- The Board and Local Governing Bodies will work collaboratively and in partnership at all times;
- The Board will make decisions, following consultation with Local Governing Bodies, on matters which affect all academies in the trust; Local Governing Bodies will make decisions on matters which affect individual academies;
- Local Governing Bodies and Academy Headteachers in the trust should be as autonomous as possible and have as much freedom as possible;
- Local Governing Bodies and Academy Headteachers will have maximum delegation of responsibility and decision making for the strategic direction and day-to-day operation of their academies *unless there is a cause for concern*;
- The Board will put in place effective arrangements for monitoring and evaluating the performance of Local Governing Bodies and academies;
- The Board will take action, including the full or partial withdrawal of delegated authorities to individuals, groups and Local Governing Bodies should the individual, group, or Local Governing Body fail to carry out their duties and responsibilities effectively;
- The governance arrangements of good schools and academies joining the trust will remain, in the main, unchanged *except where changes are required in order to comply with legal or statutory requirements, or to ensure operational effectiveness*;
- The Board will fully consult Local Governing Bodies on proposals for the composition, membership, structure, and terms of reference for Local Governing Bodies and sub-committees, on arrangements for the recruitment and appointment of governors, and on arrangements for the introduction of the trust's multi-academy governance arrangements before any decisions are made;
- Local Governing Bodies will report regularly and frequently to the Board and will make available all relevant data and information on performance;
- The Board will fully consult Local Governing Bodies before putting in place any arrangements which directly affect Local Governing Bodies and individual academies and before taking any decisions on policy or procedural matters, except where there is a legal requirement to do so.
- Representation on the board of trustees will be ensured by co-opting selected representatives from the Chairs' Advisory Groups

## Governance Structure and Lines of Accountability

Twynham Learning is the statutory body for all the schools in the Academy Trust (AT). The Secretary of State for Education has entered into an agreement with Twynham Learning to run the schools in the trust and therefore the Academy Trust Board is responsible for the standards and operation of all schools in the trust.

The Academy Trust Board will determine the membership and proceedings of any committee, with due regard to the requirements of the articles of association of Twynham Learning. Only the Academy Trust Board can take decisions on the delegation of powers, including the establishment of committees, the approval of terms of reference, the delegation of any powers to a committee or an individual, or any changes to previous agreements. The Academy Trust Board will review the terms of reference, constitution and membership of all committees and sub-committees annually.

The Academy Trust Board is the employer of all staff and therefore is the final appeal body in matters of pay and staff discipline. All matters relating to staff pay, discipline, dismissal and appeals are delegated to the Trustees' Staffing Committee.

The Academy Trust Board is the admissions authority for all schools in the Trust.

The Academy Trust Board will agree the final budget for each school.

The Academy Trust Board has overall responsibility for all Trust policies, and schools within the Trust should seek the Board's approval before introducing any new policy or making significant changes to an existing policy.

Duties which **cannot be delegated to the Local Governing Body** are:

- The suspension of governors
- Appointing and removing the chair and vice-chair
- The delegation of functions.

Outside these restrictions the Academy Trust Board *may* delegate any of its functions to a committee or an individual (e.g. Chair, Vice-Chair, CEO, Local Governing Body or Academy Headteacher).

## **Roles and Responsibilities**

### **The role of the Members**

The Members of the Trust are guardians of the governance of the trust and as such have a different status to trustees. Originally they will have been the signatories to the memorandum of association and will have agreed the trust's first articles of association (the legal document which outlines the governance structure and how the trust will operate). The articles of association will also describe how members are recruited and replaced, and how many of the trustees the members can appoint to the trust board. The Members appoint trustees to ensure that the trust's charitable object is carried out and so must be able to remove trustees if they fail to fulfil this responsibility. Accordingly, the trust board submits an annual report on the performance of the trust to the Members. Members are also responsible for approving any amendments made to the trust's articles of association.

Members are not permitted to be employees of the academy trust.

### **The role of the Trustees**

The MAT is a charitable company and so trustees are both charity trustees (within the terms of section 177(1) of the Charities Act 2011) and company directors. Because trustees are bound by both charity and company law, the terms "trustees" and "directors" are often used interchangeably.

The trustees are responsible for the general control and management of the administration of the trust and, in accordance with the provisions set out in the memorandum and articles of association and its funding agreement, it is legally responsible and accountable for all statutory functions, for the performance of all schools within the trust, and must approve a written scheme of delegation of financial powers that maintains robust internal control arrangements. In addition, it must carry out the three core governance functions:

1. Ensure clarity of vision, ethos and strategic direction
2. Hold the CEO to account for the educational performance of the trust's schools and their students, and the performance management of staff
3. Oversee the financial performance of the trust and make sure its money is well spent

The board of trustees has the right to review and adapt its governance structure at any time which includes removing delegation.

### **The role of Board Committees**

The trustees may establish committees to carry out some of its governance functions which may include making decisions, although any decisions made will be deemed decisions of the trust board. The membership (there must be at least three trustees) and responsibilities of board committees are set out in the committee's terms of reference. The trust board will appoint board committee chairs and committee members according to their skills. The trust board may appoint non-trustees to board committees, providing that trustees form the majority of voting members.

The Academies Financial Handbook makes it clear that the board of trustees should have a finance committee to which the board delegates financial scrutiny and oversight. In trusts with income above a certain level there must also be a separate audit committee.

### **The role of the CEO**

The CEO has the delegated responsibility for the operation of the trust including the performance of the trust's academies and so the CEO will performance manage academy headteachers, alongside the Chair of the relevant LGB.

The CEO is the Accounting Officer so has overall responsibility for the operation of the academy trust's financial responsibilities and must ensure that the organisation is run with financial effectiveness and stability, avoiding waste and securing value for money.

The CEO leads the executive management team of the academy trust. The CEO will delegate executive management functions to the executive management team and is accountable to the trust board for the performance of the executive management team.

### **The role of the Local Governing Bodies (LGBs)**

The trustees may establish committees known as local governing bodies for each academy, to carry out some of its school level governance functions, although as trustees are not required to sit on LGBs, decision-making is limited. The trustees will appoint the chair, and determine the terms of reference, constitution and membership of the LGB. The LGB of a non-sponsored academy is permitted to set up such committees as deemed necessary to perform its functions efficiently and effectively. The Academy Trust Board or LGB may appoint non-governors to any committee providing that governors a) form the majority of the members of the committee, b) are in the majority at any meeting of the committee and c) take the chairship of the committee. The LGB may, if it wishes, enable any of the non-governors to be voting members of the committee. Either the Academy Trust Board or the LGB may remove the chair of a committee from office at any time.

Typically, delegated functions may include:

- Building an understanding of how the school is led and managed
- Monitoring whether the school is:
  - Working within agreed policies
  - Meeting the agreed targets
  - Managing its finances well
- Engaging with stakeholders
- Being a point of consultation and representation

- Reporting to the board

The level of delegation will be reviewed regularly by the trustees and will be linked to the performance of the academy in relation to:

- The quality of teaching and learning
- Standards
- Governance
- Finance

As the LGB is a committee of the board, delegation can be removed at any time.

### **The role of Key Governors**

The LGB of a sponsored academy will have two Key Governors, appointed by the trustees, with the brief to work closely with relevant school leaders as shown below:

- Key Governor for Education  
To focus on the quality of teaching and the standards achieved by the students and to report to the LGB and the board of trustees.
- Key Governor for Business and Finance  
To monitor the school's budget and to report to the LGB and the board of trustees.

This structure for sponsored academies is designed to focus the work of the LGB on what matters – the quality of teaching, the standards achieved by the students and the monitoring of the school's budget.

### **The role of the Academy Headteacher**

The academy headteacher is responsible for the day-to-day management of the academy and is managed by the CEO but reports to the LGB on matters which have been delegated to it which may include an element of monitoring and scrutiny of the school's management process.

### **The role of the School Advisory Groups**

Groups of LGB chairs and headteachers from the schools within the Academy Trust will meet at least once termly and act as the main link between trustees, the LGBs and senior leadership teams. The advisory groups will be represented at meetings of the trustees and on trustee committees, either by co-opting selected representatives as trustees, or by invitation. Further details are given within the Twynham Learning Governance Structure document.

### **Key for delegation grid:**

- Function **cannot** be legally carried out at this level
- ✓ Action to be undertaken at this level
- A Provide advice and support to those accountable for decision making
- <> Direction of advice or support

Scheme of Delegation for Non-Sponsored Academies								
Area	Decision	Delegation						
		Members	Board of Trustees	Trustees' Resources & Audit Committee	Trustees' Staffing Committee	CEO	Local Governing Body	Academy Head
<b>Governance framework</b>								
<b>People</b>	Members: Appoint/Remove	✓						
	Trustees: Appoint/Remove	✓	✓					
	Role descriptions for members	✓						
	Role descriptions for trustees/chair/key governors/ local governors: agree		✓			<A		
	Parent governors: elected		✓				✓	
	Board committee chairs/vice chairs: appoint and remove		✓	✓	✓	<A		
	LGB chairs/vice chairs: appoint and remove		✓			<A	<A	
	Clerk to board: appoint and remove		✓					
	Clerk to LGB: appoint and remove						✓	
<b>Systems &amp; Structures</b>	Articles of association: review and agree	✓	<A			<A		
	Governance structure (committees) for the trust: establish and review annually		✓			<A		
	Terms of reference for board committees and scheme of delegation for LGBs: agree annually		✓			<A		

Scheme of Delegation for Non-Sponsored Academies								
Area	Decision	Delegation						
		Members	Board of Trustees	Trustees' Resources & Audit Committee	Trustees' Staffing Committee	CEO	Local Governing Body	Academy Head
Systems & Structures	Skills audit: complete and recruit to fill gaps		✓			<A>	✓	A
	Annual self-review of trust board and committees: complete annually		✓					
	Annual self-review of LGB: complete annually and report to board of trustees						✓	
	Chair's performance: carry out 360 review periodically		✓				✓	
	Trustee / LGB / local governor contribution: review annually		✓				✓	
	Succession: plan		✓			<A>	✓	A
	Annual schedule of business for trust board: agree		✓	✓	✓	<A		
	Annual schedule of business for LGB: agree					A>	✓	A
	Arrange insurance for the trust			✓		✓		
	Ensure compatibility and integration of computer systems across all schools in the trust to facilitate maximum efficiency and cohesiveness			✓		✓		✓
	Monitoring of compliance and effectiveness of H&S issues		✓	✓		✓	✓	✓

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Area	Decision	Delegation						
		Members	Board of Trustees	Trustees' Resources & Audit Committee	Trustees' Staffing Committee	CEO	Local Governing Body	Academy Head
Reporting								
Reporting	Publication on trust and schools' websites of all required details on governance arrangements: ensure		✓			<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 demonstrating value for money: submit		✓	<A		<A		
	Annual report on work of LGB: submit to trust and publish						✓	A
Education and Curriculum								
Education and Curriculum	Monitor teaching and learning across the trust and agree strategies for improvement if required		✓			✓	✓	✓
	Curriculum – setting the curriculum for the academies and reviewing its effectiveness		✓			✓	✓	✓
	Pupil Premium – reviewing and challenging the value for money / ROI of the Pupil Premium in terms of educational outcomes and narrowing the achievement gap		✓			✓	✓	✓
	Student issues, including attendance, exclusions, punctuality and disciplinary matters for each academy		✓			✓	✓	✓

Scheme of Delegation for Non-Sponsored Academies								
Area	Decision	Delegation						
		Members	Board of Trustees	Trustees' Resources & Audit Committee	Trustees' Staffing Committee	CEO	Local Governing Body	Academy Head
Being Strategic								
Being Strategic	Determine trust wide policies which reflect the trust's ethos and values (facilitating discussions with unions where appropriate) including: admissions; charging and remissions; complaints; expenses; health and safety, premises management; data protection and FOI; staffing policies including capability, discipline, conduct and grievance: approve		✓	✓	✓	<A		
	Determine school level policies which reflect the school's ethos and values to include e.g. admissions; SEND; safeguarding and child protection; curriculum; behaviour: approve		✓		✓	A>	✓	A
	Approve new or significantly changed policies proposed by Academy Heads or LGBs		✓	✓	✓	A	A	A
	Determine and allocate central services provided to the academies by the trust and agree central spend / top slice		✓	<A		<A		
	Management of risk: establish register, review and monitor		✓	<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		
	Approval of any admissions over the agreed PAN					✓	A	A

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Area	Decision	Delegation						
		Members	Board of Trustees	Trustees' Resources & Audit Committee	Trustees' Staffing Committee	CEO	Local Governing Body	Academy Head
Being Strategic	Schools vision and strategy, agreeing key priorities and key performance indicators (KPIs) against which progress towards achieving the vision can be measured: determine		✓			A>	A	✓
	CEO: appoint and dismiss		✓		✓			
	Academy Headteacher: appoint and dismiss		✓			✓	<A	
	Budget plan to support delivery of trust key priorities: agree		✓	✓		<A	<A	
	Budget plan to support delivery of school key priorities: agree					✓	<A	A
	Trust's staffing structure: agree		✓	<A	<A	<A		
	School staffing structure: agree					✓	<A	A
	School Development Plan for each academy in line with strategic aims of the trust - agree		✓			✓	✓	✓
	Academy hours of operation and term times		✓			✓	A	A

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Area	Decision	Delegation						
		Members	Board of Trustees	Trustees' Resources & Audit Committee	Trustees' Staffing Committee	CEO	Local Governing Body	Academy Head
Holding to account								
Holding to Account	Auditing and reporting arrangements for matters of compliance (e.g. safeguarding, H&S, employment): agree		✓	✓	✓	<A>	✓	A
	Reporting arrangements for progress on key priorities: agree		✓	<A	<A	<A>	✓	A
	Performance management of the CEO: undertake				✓			
	Performance management of academy Headteacher: undertake					✓	A	
	Trustee monitoring: agree arrangements		✓			<A		
	Local Governor monitoring: agree arrangements						✓	A
	LGB overall performance monitoring: agree arrangements		✓			<A		

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		Members	Board of Trustees	Trustees' Resources & Audit Committee	Trustees' Staffing Committee	CEO	Local Governing Body	Academy Head
Safeguarding								
Safeguarding	Appoint Safeguarding governor on each LGB to meet regularly with school DSLs and conduct regular safeguarding audits on at least an annual basis, ensuring standards and consistency across the MAT: appoint					A	✓	A
	All trustees and local governors to attend Safeguarding training: ensure		✓	✓	✓		✓	
	Chairs and Safeguarding governors to undergo advanced training on a regular basis: ensure		✓	✓	✓		✓	
	Suitable and consistent safeguarding policies and associated procedures in place across the MAT: ensure		✓			A	✓	A
	Safeguarding to be a standing agenda item at LGB and Trustees' Staffing Committee meetings: agree				✓	A	✓	A

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		Members	Board of Trustees	Trustees' Resources & Audit Committee	Trustees' Staffing Committee	CEO	Local Governing Body	Academy Head
Ensuring financial probity								
Ensuring financial probity	Appoint Chief financial officer for delivery of trusts detailed accounting processes		✓	<A		<A		
	Trust's scheme of financial delegation: establish and review		✓	✓		<A		
	School's scheme of financial delegation: establish & review			✓		<A	<A	
	Ensure appropriate audit programme in place	✓	✓	✓		✓		
	External auditors' report: receive and respond	✓	✓	✓		<A	✓	A
	CEO's pay award: agree		✓		✓			
	Academy Headteacher pay award: agree		✓			✓	A	
	Staff appraisal procedure and pay progression: review and agree				✓	✓		A
	Benchmarking and trust wide value for money: ensure robustness			✓		<A		
	Benchmarking and academy value for money: ensure robustness						✓	A
	Develop trust wide procurement strategies and efficiency savings programme					✓	<A	
	Review and approve trust wide procurement strategies and efficiency savings programme			✓				

Scheme of Delegation for Sponsored Academies								
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		Members	Board of Trustees	Trustees' Resources & Audit Committee	Trustees' Staffing Committee	CEO	Local Governing Body	Academy Head
<b>Governance framework</b>								
<b>People</b>	Members: Appoint/Remove	✓						
	Trustees: Appoint/Remove	✓	✓					
	Role descriptions for members	✓						
	Role descriptions for trustees/chair/key governors/ local governors: agree		✓			<A		
	Parent governors: elected		✓				✓	
	Board committee chairs/vice chairs: appoint and remove		✓	✓	✓	<A		
	LGB chairs/vice chairs: appoint and remove		✓			<A	<A	
	Clerk to board: appoint and remove		✓					
	Clerk to LGB: appoint and remove		✓				A	
<b>Systems &amp; Structures</b>	Articles of association: review and agree	✓	<A			<A		
	Governance structure (committees) for the trust: establish and review annually		✓			<A		
	Terms of reference for board committees and scheme of delegation for LGBs: agree annually		✓			<A		

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Systems & Structures	Skills audit: complete and recruit to fill gaps		✓			<A>	✓	A
	Annual self-review of trust board and committees: complete annually		✓					
	Annual self-review of LGB: complete annually and report to board of trustees						✓	
	Chair's performance: carry out 360 review periodically		✓				✓	
	Trustee / LGB / local governor contribution: review annually		✓				✓	
	Succession: plan		✓			<A>	✓	A
	Annual schedule of business for trust board: agree		✓	✓	✓	<A		
	Annual schedule of business for LGB: agree					A>	✓	A
	Arrange insurance for the trust			✓		✓		
	Ensure compatibility and integration of computer systems across all schools in the trust to facilitate maximum efficiency and cohesiveness			✓		✓		✓
	Monitoring of compliance and effectiveness of H&S issues		✓	✓		✓	✓	✓

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Reporting								
Reporting	Publication on trust and schools' websites of all required details on governance arrangements: ensure		✓	✓	✓	<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 demonstrating value for money: submit		✓	<A		<A		
	Annual report on work of LGB: submit to trust and publish						✓	A
Education and Curriculum								
Education and Curriculum	Monitor teaching and learning across the trust and agree strategies for improvement if required		✓			✓	✓	✓
	Curriculum – setting the curriculum for the academies and reviewing its effectiveness		✓			✓	A	A
	Pupil Premium – reviewing and challenging the value for money / ROI of the Pupil Premium in terms of educational outcomes and narrowing the achievement gap		✓			✓	✓	✓
	Student issues, including attendance, exclusions, punctuality and disciplinary matters for each academy		✓			✓	✓	✓

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Being Strategic								
Being Strategic	Determine trust wide policies which reflect the trust's ethos and values (facilitating discussions with unions where appropriate) including: admissions; charging and remissions; complaints; expenses; health and safety, premises management; data protection and FOI; staffing policies including capability, discipline, conduct and grievance: approve		✓	✓	✓	<A		
	Determine school level policies which reflect the school's ethos and values to include e.g. admissions; SEND; safeguarding and child protection; curriculum; behaviour: approve		✓		✓	A>		✓
	Approve new or significantly changed policies proposed by Academy Heads or LGBs		✓	✓	✓	A	A	A
	Central spend / top slice: agree		✓	<A		<A		
	Management of risk: establish register, review and monitor		✓	<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		
	Approval of any admissions over the agreed PAN					✓		A

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Being Strategic	Schools vision and strategy, agreeing key priorities and key performance indicators (KPIs) against which progress towards achieving the vision can be measured: determine					A>		✓
	CEO: appoint and dismiss		✓		✓			
	Academy Headteacher: appoint and dismiss		✓			✓	<A	
	Budget plan to support delivery of trust key priorities: agree		✓	✓		<A		
	Budget plan to support delivery of school key priorities: agree					✓	<A	A
	Trust's staffing structure: agree		✓	<A	<A	<A		
	School staffing structure: agree					✓	<A	A
	School Development Plan for each academy in line with strategic aims of the trust - agree		✓			✓	✓	✓
	Academy hours of operation and term times		✓			✓	A	A

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Holding to account								
Holding to Account	Auditing and reporting arrangements for matters of compliance (e.g. safeguarding, H&S, employment): agree		✓	✓	✓	<A>		
	Reporting arrangements for progress on key priorities: agree		✓	<A	<A	✓		
	Performance management of the CEO: undertake				✓			
	Performance management of academy Headteacher: undertake					✓		
	Trustee monitoring: agree arrangements		✓			<A		
	Local Governor monitoring: agree arrangements						✓	
	LGB overall performance monitoring: agree arrangements		✓				<A	

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		Members	Board of Trustees	Trustees' Resources & Audit Committee	Trustees' Staffing Committee	CEO	Local Governing Body	Academy Head
Safeguarding								
Safeguarding	Appoint Safeguarding governor on each LGB to meet regularly with school DSLs and conduct regular safeguarding audits on at least an annual basis, ensuring standards and consistency across the MAT: appoint					A	✓	A
	All trustees and local governors to attend Safeguarding training: ensure		✓	✓	✓		✓	
	Chairs and Safeguarding governors to undergo advanced training on a regular basis: ensure		✓	✓	✓		✓	
	Suitable and consistent safeguarding policies and associated procedures in place across the MAT: ensure		✓			A	✓	A
	Safeguarding to be a standing agenda item at LGB and Trustees' Staffing Committee meetings: agree				✓	A	✓	A

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		Members	Board of Trustees	Trustees' Resources & Audit Committee	Trustees' Staffing Committee	CEO	Local Governing Body	Academy Head
Ensuring financial probity								
Ensuring financial probity	Appoint Chief financial officer for delivery of trusts detailed accounting processes		✓	<A		<A		
	Trust's scheme of financial delegation: establish and review		✓	✓		<A	<A	
	School's scheme of financial delegation: establish and review			✓		<A		
	External auditors' report: receive and respond	✓	✓	✓		<A		A
	CEO's pay award: agree		✓		✓			
	Academy Headteacher pay award: agree		✓			✓		
	Staff appraisal procedure and pay progression: review and agree				✓	A		✓
	Benchmarking and trust wide value for money: ensure robustness			✓				
	Benchmarking and academy value for money: ensure robustness							A
	Develop trust wide procurement strategies and efficiency savings programme					✓	<A	
	Review and approve trust wide procurement strategies and efficiency savings programme			✓				

## Responsibilities of the Academy Trust Board

The following is not meant to be an exhaustive list, but has been developed to highlight the main responsibilities of the Trust for comparison with the responsibilities of the academies within the Trust and their local governing bodies.

### Finance

1. The Academy Trust Board will determine the level of financial delegation as per the Financial Procedures Policy for each academy.
2. The Academy Trust Board will consider the academy's indicative funding, notified annually by the EFA and assess implications for the academy in advance of the financial year, drawing any matters of significance or concern to the attention of the local governing bodies.
3. It will determine the level of any contingency fund or balances to be held by the Trust and its academies, ensuring the compatibility of all such proposals with the development priorities set out in the Trust Development Plan.
4. The Academy Trust Board will receive and scrutinise the annual budgets and forecasts submitted by the Trust and its academies ensuring that they are:
  - In accordance with the funding agreement, the Trust's memorandum and articles of association and EFA financial handbook;
  - Consistent with the Trust's Development Plan.If necessary, it will refer back to the local governing bodies for review. As a result, it will recommend approval/non-approval of the academy's budget to the Trust Board.
5. It will consider and monitor regularly the academy's short term and long term revenue and capital budget and financial planning to ensure the academy's long term sustainability.
6. It will monitor and review income and expenditure against budgets on a regular basis and ensure compliance with the overall financial plan for the academy, and with the Financial Procedures Policy, drawing any matters of concern to the attention of the Trust Board.
7. It will contribute to the formulation of the Trust's development plan, through the consideration of financial priorities and proposals.
8. It will review and approve any virements and other transactions in accordance with the Financial Procedures Policy and Scheme of Delegation.
9. It will oversee tendering (where required) and the signing of contracts.
10. It will be responsible for the amendment of Trust and academy staffing establishments.
11. Annually it will review and update all financial policies in accordance with the policy review schedule. These will include:
  - The Trust's scheme of delegation;
  - Fees and charges for school services, including but not limited to school meals, music tuition and the hire of school premises and facilities;
  - Academy financial contributions to the management and governance costs of the Trust;
  - Cross charging and transfer arrangements between academies;
  - Service charges to the academies and other parts of the Trust for centralised functions;
  - Lettings;
  - Gifts and hospitality;
  - Donations.

12. To ensure the preparation of the Directors' report and financial statements to form part of the annual report and financial statements of the Trust for filing in accordance with Companies Act and Charity Commission requirements.
13. To explore and agree income generation for the schools in the Trust, including lettings income, grants, fund raising and sponsorship opportunities and support the work of local PTAs/ Parents Associations in their fundraising activities.
14. Preparation of a disaster recovery/business continuity plan for the Trust and ensuring local plans exist in each academy in the Trust.

### **Audit**

The Members are responsible for the appointment, reappointment or removal of the auditors. Proposals to remove auditors require a majority vote of the Members, who must provide reasons for their decision to the academy trust's board.

The Academy Trust Board is responsible for the management and identification of risk, and the sound management and control of the Trust's finances and other resources. In order to fulfil these responsibilities, the Trust has delegated certain responsibilities to a Trust Board Resources & Audit Committee. The responsibilities of this committee are:

1. Identify the risks to internal financial control across the Trust and agree a programme of work that will address these risks, inform the statement of internal control and, so far as is possible, provide assurance to the external auditors.
2. Ensure there is a continuous and sufficient review of the risks. It must agree a programme of work that will address the risks identified and determine the most appropriate method of doing so.
3. It should drive the process for independent checking of financial controls, systems, transactions and contracts. It should ensure that arrangements for protecting the Trust's assets are in place.
4. The regulations stipulate that the committee should ensure that one of The Education Funding Agency options are used, on their own or in combination:
  - The work of an internal audit service (either in-house, bought-in or provided by a sponsor);
  - The performance of a supplementary programme of work by the Trust's external auditors;
  - The work of a responsible officer (i.e. an individual who is a non-employed governor with an appropriate level of qualifications and/or experience), and who neither charges nor is paid by the Trust for their work;
  - Completing the work by peer review (i.e. the work being performed by the PFO, or a suitably qualified or experienced member of the finance team, from another academy trust, as an "independent reviewer").

*The Resources & Audit Committee fulfil the above function through the commissioning of third party audit. This is currently provided by SWAP (South West Audit Partnership), and their effectiveness and value for money will be reviewed annually.*

5. To advise the board of directors on the minimum and optimum level of internal and external audit arrangements.

6. To ensure regular audits cover the following areas: legal, risk, financial (including statutory annual audits, VAT, PAYE), health and safety, investments and insurance, and to contribute to these reviews.
7. To monitor responsible officer/internal audit reviews and to advise the board of directors accordingly. To investigate on behalf of the board any financial or administrative matter which may put the Trust at risk.
8. To examine reports on special investigations and to advise the board of directors accordingly.
9. To consider the appropriateness of executive action following responsible officer/internal audit reviews and to advise senior management on any additional or alternative steps to be taken.
10. To ensure there is coordination between responsible officer, internal audit, external audit and any other review bodies that have been set up.
11. To encourage a culture within the Trust whereby each individual feels that he or she has a part to play in guarding the probity of the Trust, and is able to take any concerns or worries to an appropriate member of the management team or in exceptional circumstances directly to the chair of the Resources & Audit Committee.
12. To review the findings of the external auditors and agree any action plan arising from it.
13. To review and consider the auditor's management letter in order to ensure it is based on a good understanding of the school's business and to establish whether any recommendations have been acted upon.
14. To provide minutes of all Resources & Audit Committee meetings for review at meetings of the board of directors.

### **Investigations**

The Resources & Audit Committee is authorised to investigate on the behalf on the board of directors anything that threatens or adversely affects the accomplishment of the Trust's aims and objectives, its assets, the reliability of all records and information, and its compliance with all relevant laws, regulations, policies and its governing instruments.

### **HR**

The Academy Trust Board is the employer of all staff and therefore is the final appeal body in matters of pay and staff discipline. All matters relating to staff pay and discipline are delegated to the Trustees' Staffing Committee.

The board will have the following responsibilities with regard to HR:

1. To approve school staffing structures within the school's budget, including approval of any restructuring.
2. To organise procedures for the appointment of senior staff at the schools.
3. To participate in the recruitment panel for positions of Assistant Heads or above. Appointments up to and including middle leaders are delegated to the Headteacher of non-sponsored academies, and to the CEO for sponsored academies.
4. To appoint the CEO and Headteachers.
5. To determine the Pay Policy for the Trust.
6. To advise the Local Governing Body/LGB on current and future pay level.

7. To ratify appropriate salary ranges and starting salaries for Lead Practitioners, and members of the leadership group.
8. To ratify annual pay progress for teachers (by 31 October at the latest) as set out in the Pay Policy, taking account of any recommendations made by the Staff Pay and Performance Management Committee, in accordance with the approved pay policy.
9. To approve applications to be paid on the Upper Pay Range.
10. To approve annual pay progress for the CEO and Headteachers (by 31 December at the latest), taking account of the recommendation made by the Headteacher's Performance Review Panel, following the annual review.
11. To determine the application of national inflationary increases as required.
12. To monitor and report to the Local Governing Body on the annual pattern of performance pay progression at each level and the correlation between pay progression, quality of teaching and outcomes for pupils.
13. To oversee the work of the Staff Discipline Committee and the Appeals Committee (including pay appeals).
14. To oversee the work of the Staff Pay & Performance Management Committee.
15. To monitor and review the performance and pay of the CEO and all headteachers in the Trust.
16. To oversee the recruitment, induction, training, CPD, wellbeing and other HR processes for all staff within the Trust at a strategic level.
17. To ratify all HR policies for the Trust.

### **Admissions**

1. The Academy Trust Board is the admissions authority for all schools in the Trust.
2. It will set the admissions criteria for each school in the Trust on an annual basis, which will be consulted on and published annually.
3. It will ensure the organisation of an independent Admissions Appeal Committee as and when required. The Academy Trust Board currently employ Dorset County Council and Bournemouth Borough Council to undertake this for the Trust, but this will be reviewed annually.
4. The CEO is responsible for approving the admission of any child over and above the agreed PAN of all schools within the Trust.

### **Premises**

The Academy Trust Board is responsible for the estate strategy for all schools within the Trust. Its responsibilities as they relate to the estate will include:

1. To make and review recommendations for the future premises provision and develop an Estate Strategy.
2. To ensure the development and maintenance of an asset management plan to ensure the development, maintenance and replacement of all physical assets, equipment and facilities of all schools in the Trust, including premises, equipment, land and depreciating assets are in line with the Vision Statement and School Development Plan, having regard to the Asset Register maintained by the school.

3. To oversee the appointment of architects, builders, grounds maintenance teams, surveyors etc. and monitor all aspects of their work.
4. To ensure support for local site teams.

### **ICT**

1. To ensure compatibility and integration of computer systems across all schools in the Trust to facilitate maximum efficiency and cohesiveness.
2. To develop an ICT strategy for the Trust that maximises the use of technology in both administrative and academic settings.
3. To provide ICT support to all schools within the Trust.

### **Marketing and Communication**

1. To agree a marketing strategy for the Trust which addresses the following:
  - Identification of stakeholders and their needs and encouraging stakeholder engagement;
  - Identification of communication strategies for each stakeholder.
  - Identification of all aspects of marketing the school to all stakeholders, particularly primary parents and primary feeder schools in the case of secondary schools and pre-schools/nurseries in the case of primary schools.
2. To receive and review annual statistics on complaints to schools within the Trust.
3. To report on data protection and publications.
4. To oversee the development of the Trust's and schools' websites as a source of information for all stakeholders.
5. To oversee and approve school brochures/leaflets etc.

### **Governance**

1. To monitor the performance of the local governing bodies, including regular self-review to ensure that the LGB is making sufficient impact and is fit for purpose.
2. To oversee the identification of development needs and organisation of governor development.

### **Community/Membership**

1. Oversee the development of stakeholder forums and membership in line with the Trust's core values.
2. Encourage and facilitate community involvement in the Trust.

### **Strategic Direction and School Improvement**

1. To set strategic direction and priorities for the Trust and all member academies.
2. To set the vision, mission and ethos of the Trust and ensure it is embedded in each academy in the Trust.
3. To oversee and ratify a three-year plan for the Trust.
4. To ratify the School Development Plan for each academy in the Trust.
5. To facilitate collaboration and support for school improvement across the Trust.