



**SCHEME OF DELEGATION FOR THE GOVERNANCE AND  
MANAGEMENT OF THE REACH2 ACADEMIES**

**EFFECTIVE DATE: 1<sup>st</sup> SEPTEMBER 2014**

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## 1. INTRODUCTION

- 1.1 REAch2 (referred to herein as “**REAch2**” or the “**Trust**”) was established on 23<sup>rd</sup> April 2012 as a charitable trust with the primary purpose of promoting education, which it fulfils by establishing and supporting a number of regionally focussed multi academy trusts (the “**REAch2 MATs**”). In turn the REAch2 MATs, in consequence of them entering into both Master Funding Agreements and a number of Supplemental Funding Agreements (the “**Funding Agreements**”), operate and maintain groups of academies under the REAch2 umbrella (the “**Academies**”).
- 1.2 The Trust is both a company limited by guarantee, registered at Companies House (Company Number 08040828) and a charity (Charity Number 1149000). The REAch2 MATs have been established by REAch2 as separate companies and whilst not registered as charities are “exempt” charities by virtue of their charitable objects “to.... advance, for the public benefit, education in the United Kingdom..... by establishing schools” i.e. the Academies. The REAch2 MATs are regulated by the Secretary of State for Education, who acts as the principal regulator. REAch2 also reports to the Secretary of State in view of its role as sponsor of the REAch2 MATs.
- 1.3 The Trust’s constitution is set out in its Articles of Association and this Scheme of Delegation has been put in place in accordance with the provisions of the Articles and should be read in the light of them.
- 1.4 The purpose of this Scheme of Delegation is to provide clarity as to the role and responsibilities of those who contribute to the governance of the Academies, the REAch2 MATs and REAch2 itself. All those with governance and management responsibilities must be familiar with this Scheme of Delegation so that appropriate steps can be taken to ensure there is sufficient and proper challenge of those with leadership responsibilities, to ensure that senior leaders are held to account for the performance of the Academies and that there is financial stability within the Trust.
- 1.5 This Scheme of Delegation will apply to each of the Academies.
- 1.6 The Effective Date of this Scheme of Delegation is 1<sup>st</sup> September 2014 and it will be reviewed once every two years.

## 2. VISION AND VALUES

- 2.1 "Exceptional opportunities for learning"
- 2.2 The shared vision and values of REAch2 and the Trust provides the foundation for the relationship between them and with all the REAch2 Academies. REAch2 will preserve and protect this vision, ensuring that this vision underpins any arrangements that REAch2 enters into with the Academies, including those that REAch2 has a direct role in the governance and management of and those with whom it is working in collaboration.
- 2.3 REAch2 fully supports the independence and integrity of the Trust and the uniqueness of each of the REAch2 Academies. REAch2 operates a principle of earned autonomy and together with a focus purely on primary schools, this is what makes REAch2 unique.
- 2.4 Recognising the value of collaboration and the advantage of a public association, REAch2 will provide a voice on national issues affecting the Trust and the REAch2 Academies, helping to communicate the Trust's needs and concerns to those with the responsibility for the funding and regulation of publicly funded schools.
- 2.5 REAch2 and the Trust share a particular commitment to the mutual support of all the schools within the REAch2 network to benefit the communities served by the schools and they agree that their work together will be in the spirit of solidarity. The relationship is one of equal partners sharing a common goal, drawing on each other's strengths in order to overcome any weaknesses and respond robustly to any challenges.
- 2.6 REAch2 is the Cornerstone of the entire Trust: providing a strong, responsible foundation from which every academy develops and grows. A cornerstone provides a subtle yet paramount role in a building and ensures that REAch2 is trustworthy, reliable and inspirational organisation, delivering the best possible learning experiences.
- 2.7 As a Trust we are strongly committed to creating a culture that strongly reflects our Touchstones: seven principles which make our academies unique:
  - 2.7.1 Inclusion
  - 2.7.2 Learning

2.7.3 Leadership

2.7.4 Enjoyment

2.7.5 Responsibility

2.7.6 Inspiration

2.7.7 Integrity

### 3. ACCOUNTABILITY: GOVERNANCE AND MANAGEMENT STRUCTURES

#### 3.1 Structure

- 3.1.1 The nature of REAch2 and the REAch2 MATs as a formal network of companies running multiple academies means there are many governance and management layers at both strategic and regional level.
- 3.1.2 Both REAch2 and each of the REAch2 MATs have “**Members**” who are equivalent to shareholders of a trading company but as REAch2 and the MATs are charitable with no power to distribute profit to shareholders, the Members are best viewed as guardians of the constitution, changing the Articles if necessary and ensuring the charitable object is fulfilled (including the religious character of any Academies with a religious designation). Each Member’s liability is limited to £10 and, in view of the limited liability and therefore scope for accountability, they have limited governance and no day-to-day management responsibilities. The Members can exercise reserve powers to appoint and remove Directors but it is anticipated that this power will be rarely exercised and only if the charitable object is threatened.
- 3.1.3 As a constitutional role, the Members can act as a link to a founding organisation or one that has supervisory or sponsor type responsibilities. Equally Members can be chosen by virtue of holding an unpaid post on the Board of Directors (e.g. Chair and Vice Chair). REAch2’s members are the Chair and Vice Chair of the REAch2 Trust Board and **Hillyfield Primary Academy** (as a corporate member), the founder of REAch2. For each of the REAch2 MATs, again both the Chair and Vice Chair of REAch2 Trust Board are members, along with REAch2 itself (as a corporate member). REAch2 is the sponsor of all the REAch2 Academies.
- 3.1.4 The corporate management and “**trustee**” responsibility for the actions of the companies are vested in the respective “**Directors**” of that company, who will be company directors registered with Companies House. The Directors are personally responsible for the actions of the relevant company and the Academies (indirectly in the case of REAch2) and are accountable to the Members, to REAch2 in

the case of the REAch2 MATs, to the Secretary of State for Education and to the wider community for the quality of the education received by all pupils of the Academies and the expenditure of public money. The Directors are required as trustees and pursuant to the Funding Agreements to have systems in place through which they can assure themselves of the quality, safety and good practice of the affairs of the Trust. This will include taking advice when needed or consulting with an advisory body established for this purpose.

- 3.1.5 The Directors of REAch2 meet as a board of Directors, generally known as the “**REAch2 Trust Board**”. The Directors of the REAch2 MATs also meet as a board, generally referred to as the “**MAT Board**”. All Directors have the same responsibility to act in the best interests of REAch2, the REAch2 MATs and the Academies, irrespective of which board they serve on and their role on the board i.e. whether appointed in an executive capacity, such as the “**Chief Executive Officer**”, and the “**Executive Principals**” or appointed as a representative of the Academies.
- 3.1.6 The Directors oversee the management and administration of the company and the activities of the company and so for REAch2 this will include the running and support of the REAch2 MATs as well as all the Academies. The Directors then delegate authority and responsibility to others, including executive officers and individuals who are more locally based who can undertake day-to-day management and governance, i.e. to the MAT Boards, to Local Governing Bodies and to officers and individuals working in the Academies.
- 3.1.7 The REAch2 Trust Board will continue to have the necessary strategic and legal oversight of the group and will monitor all activities; determining the strategic direction of the organisation, assessing the overall performance of the Academies and establishing and reviewing the policies and practices governing the life of the Academies. The MAT Trust Board will determine the local priorities and will facilitate group wide and school to school support, as well as carry out benchmarking between the Academies and develop local leadership capacity. The principles and shared commitments underpinning the collaborative working which features at every level

of the organisation is set out in the “**REAch2 Memorandum of Understanding**” which has been put in place by REAch2 with every REAch2 MAT.

3.1.8 “**Local Governing Bodies**” have been established for each of the Academies and their power is derived from the MAT Board, subject to the oversight and direction of the REAch2 Trust Board. Like the Directors on the REAch2 Trust Board and the MAT Boards, the individuals (the “**Governors**”) serving on a Local Governing Body are also responsible for fulfilling a largely strategic, governance role in the conduct of the Academies in conjunction with a “**Headteacher**” (or executive headteacher or head of school, as the case may be), who is responsible for the internal organisation, management and control of the Academy or Academies. The MAT Board will also delegate management responsibility directly to the Headteacher, who will report to the MAT “**Executive Principal**”, the executive officer serving on the MAT Board.

## 3.2 **Role of the REAch2 Directors and the REAch2 Trust Board**

3.2.1 The REAch2 Directors have overall responsibility and ultimate decision-making authority for all the work of the group, including the establishment and maintenance of the Academies (which includes taking existing schools into the group). The REAch2 Directors have the power to direct change where required.

3.2.2 As trustees of a charity, the REAch2 Directors have a fiduciary duty to act in good faith in the best interests of the charity. This duty includes a responsibility to do the following:

3.2.2.1 to ensure compliance with any legal obligations;

3.2.2.2 to report on the charity’s activities (REAch2 must prepare accounts in accordance with the Statement of Recommended Practice for Charities, the so-called “**Charity SORP**” and these will be consolidated with the accounts for all the REAch2 MATs and the individual Academies);

3.2.2.3 to fulfil the charitable object of the charity as set out in its constitution (i.e. the **Articles of Association**) and to act in a

way which is compliant with the rules of the charity contained in the Articles;

3.2.2.4 to act with integrity and to avoid any personal conflicts of interest and not to misuse any charity funds or assets;

3.2.2.5 to act prudently in the financial management of REAch2, avoiding putting any assets, funds or reputation of REAch2 at undue risk (whilst REAch2 is not legally responsible for any losses suffered by the REAch2 MATs, its role as sponsor is dependent on each of the REAch2 MATs performing well and operating successfully as a family of schools supporting each other);

3.2.2.6 to exercise reasonable care and skill, using personal knowledge and experience to ensure the organisation is well run and efficient; and

3.2.2.7 to act responsibly, getting advice from others, including professional advisors, where appropriate.

3.2.3 The REAch2 Directors must act independently and in the best interest of the Trust even if those interests conflict with those of the body or organisation that might have appointed or nominated such Director to serve on the REAch2 Trust Board, this will include a conflict of loyalty where there is no obvious benefit involved, as well as a conflict of interest. The REAch2 Trust Board has adopted a formal **Conflict of Interest Policy**, which will apply across the group a copy of which is attached to this Scheme of Delegation as Appendix 3, in order to assist all those involved in the running of the organisation at every level to avoid and manage conflicts. This does recognise however the fundamental and necessary relationship between REAch2, the REAch2 MATs and the Academies in both governance and management terms and that individuals may serve in a number of capacities and at numerous levels within the Trust.

3.2.4 The specific tasks and responsibilities of the REAch2 Trust Board are as follows:

3.2.4.1 to determine and fulfil the shared vision and ethos of REAch2, the REAch2 MATs and the Academies,

acknowledging the uniqueness of each individual Academy and the needs of the communities they serve;

- 3.2.4.2 to develop a strategic plan for the organisation and to effectively communicate that plan so this can be implemented across the group and within all the Academies, including determining any future expansion of the group and the relationship that REAch2 has with the Secretary of State for Education (including also the Department for Education, the Education Funding Agency and Ofsted);
- 3.2.4.3 to develop and support strategic partnerships with other bodies and organisations, including service providers, diocesan authorities and government agencies, which will further REAch2's strategic plan;
- 3.2.4.4 to act as a critical friend to the Chief Executive Officer, the MAT Boards and each of the Local Governing Bodies;
- 3.2.4.5 to determine and implement policies and procedures which it is intended will achieve a consistently high standard of education and financial prudence across the organisation dealing with (but not limited to) the following:
  - Human Resources/Employment
  - Audit & Risk Management
  - Contingencies and Reserves (both central and at Academy level)
  - Governance
  - Health & Safety
  - Operational Matters
  - Data Management
  - Complaints and Appeals
  - Legal Compliance
- 3.2.4.6 to work with the MAT Boards to develop the local capacity within the organisation to provide both governance and leadership support and mentoring to the Local Governing

Bodies and the leadership teams within the Academies, as well as direct school improvement support, facilitating the development of the Academy Action Plans;

- 3.2.4.7 working with the MAT Boards and following any recommendations, to make suitable appointments of governors who will serve on the Local Governing Bodies, including removing governors who fail to fulfil the expectations on Governors set out in this Scheme of Delegation;
- 3.2.4.8 to determine the budget for any central expenditure and support, including assessing the appropriateness of the annual spend for contracted and third party services;
- 3.2.4.9 to work with the MAT Boards to supervise the effectiveness of the Academies and the Local Governing Bodies, ensuring there is regular 360° reporting and proper management of outcomes and objectives, intervening if necessary in accordance with the procedures set out in this Scheme of Delegation;
- 3.2.4.10 to appoint the Chief Executive Officer and, on the recommendation of the Chief Executive Officer, the executive officers supporting the Chief Executive Officer (referred to for ease in this Scheme as the REAch2 Executive Team);
- 3.2.4.11 to oversee the appointment of the Headteachers of the Academies, which will be carried out by the Chief Executive Officer in consultation with the relevant Executive Principal and MAT Board;
- 3.2.4.12 to carry out the performance management of the Chief Executive Officer and to support the Chief Executive Officer, who will undertake the performance management of the members of the REAch2 Executive Team and the Headteachers, the latter with the assistance of the relevant Executive Principal and MAT Board;

- 3.2.4.13 to monitor and evaluate the delivery of the central services and functions provided by the REAch2 Executive Team , ensuring there is comprehensive support to the MATs and the Academies and, through REAch2 Inspiration, procuring any strategic third party services as determined appropriate;
  - 3.2.4.14 to undertake financial oversight of the REAch2 organisation, which for the avoidance of doubt includes the REAch2 MATs and the Academies, ensuring there is a proper system for the internal audit of the accounts of REAch2 and the MATs (including the Academies), that there are robust financial procedures which seek to safeguard public money and that the financial processes facilitate the preparation of the group's accounts and the auditing of those accounts by the REAch2 auditors;
  - 3.2.4.15 to ensure proper advice is available to the organisation (including the Academies) in relation to legal and compliance matters;
  - 3.2.4.16 in conjunction with the MAT Boards, to ensure that either insurance is put in place and maintained or that there is risk protection cover for all risk areas including damage to property, employer liability, public and third party liability and director liability;
  - 3.2.4.17 to liaise with and support the MAT Boards ensuring there is collaboration not just within a region but across the whole organisation, emphasising and facilitating the benefits of such collaboration.
- 3.2.5 The following are the core competencies and skills expected of all REAch2 Directors:
- 3.2.5.1 to work as a team;
  - 3.2.5.2 to prepare for and attend meetings and to be prepared to contribute to discussions and commit to agreed actions;
  - 3.2.5.3 to be respectful of the views of others and to be open to new ideas and thoughts;

- 3.2.5.4 to treat all confidential information confidentially;
  - 3.2.5.5 to develop a deep understanding of the vision and ethos of REAch2 and its Academies and the roles played by all individuals in fulfilment of the REAch2 mission;
  - 3.2.5.6 to understand the policies and procedures of the organisation and how these flow down to the Academies;
  - 3.2.5.7 to support REAch2 and the Academies in public and act as an ambassador;
  - 3.2.5.8 to commit to training and skills development
  - 3.2.5.9 to be ready to ask questions;
  - 3.2.5.10 to be focussed on problem solving and be ready to learn from past experiences.
- 3.2.6 Specific skills may be needed if a Director is to take responsibility for and lead on a specific area, including but by exception any paid role on the REAch2 Trust Board. A regular skills audit will be undertaken and Directors should expect to be able to articulate their contribution to the success of the organisation.

### 3.3 **The REAch2 Executive Team**

- 3.3.1 The REAch2 “**Executive Team**” are the executive management arms of REAch2, focusing on operations and the educational performance of the Academies. They operate under the leadership and direction of the Chief Executive Officer, who is an ex officio Director (and therefore trustee) of REAch2. The REAch2 Executive Team work directly with the staff in each Academy and both the MAT Boards and the Local Governing Bodies to ensure that the required outcomes are achieved in accordance with the direction and vision of the REAch2 Trust Board.
- 3.3.2 The Executive Principals are a co-opted part of the Education Executive Team.
- 3.3.3 In addition to the REAch2 Executive Team, the REAch2 Trust Board have established “**REAch2 Inspiration Limited**”, a wholly owned

service company and trading subsidiary of REAch2 and the REAch2 MATs, which will provide contracted services to the group, as well as offer (to a limited extent) services to third parties as a way of generating additional income for the organisation. A service level agreement (the “**REAch2 Service Level Agreement**”) has been put in place between REAch2 Inspiration and each of the REAch2 MATs to set out both the services being provided (and the cost to be paid by the Academies) and the processes by which additional services should be procured. This is in recognition of the enhanced purchasing power that the group has by working together, as well as the benefit of clarity in the delivery of services (as opposed to the more fundamental support and leadership being provided by REAch2 acknowledged in the REAch2 Memorandum of Understanding). Regular benchmarking of the services provided under the REAch2 Service Level Agreement will be carried out by the REAch2 Trust Board and quality assurance procedures have been adopted to ensure that at all times the service meets the high ideals expected of all parts of the REAch2 family.

3.3.4 The principal functions of the REAch2 Executive Team are:

3.3.4.1 to manage the conversion of schools to Academies. Prior to a school’s conversion, the REAch2 Executive Team will carry out due diligence in respect of the school to assess its strengths and weaknesses and to identify any actions required to address areas of weakness or opportunities for improvement (including the formulation of a 12 month strategic plan for the Academy (the “**Academy Action Plan**”). It will put in place a “**Transition Board**”, whose primary responsibility is to manage and support the transition of the school to being a REAch2 Academy. Terms of Reference for the Transition Board are attached at Appendix 5. With the support of the DfE, the relevant Local Authority, Church Diocesan Board of Education (if appropriate) and the REAch2 solicitors, the REAch2 Executive Team manage the legal and financial processes involved in conversion;

- 3.3.4.2 following conversion, to direct and support the operation of each Academy, assisting in the development and implementation of the Academy Action Plan and advising on policies in core areas of the operation in accordance with the requirements of the REAch2 Trust Board. These core areas include risk management, teaching and learning, training (Governor and personnel), finance, HR and ICT. The REAch2 Executive Team will specify management controls and reporting requirements, audit the associated processes, procedures and outcomes in each Academy, identify and deliver appropriate training and support and report to the REAch2 Trust Board on progress and concerns;
- 3.3.4.3 to support any “Teaching School” operation which provides initial teacher training and “Continuing Professional Development” for student teachers working in either a REAch2 Academy or a school which REAch2 collaborates with;
- 3.3.4.4 to provide operational and management support to the Headteachers and senior leadership teams within the Academies (including assisting with budget setting), as well as assist the MAT Boards and the Local Governing Bodies in achieving the collective strategic aims and objectives;
- 3.3.4.5 to implement and review systems for the benchmarking of the Academies across the group (including financial as well as educational performance), developing systems for cross fertilisation and supporting the MAT Boards in maximising the opportunities for resource sharing and collaboration;
- 3.3.4.6 to ensure that insurance or equivalent risk protection is put in place and maintained for all risk areas including damage to property, employer liability, public and third party liability and director liability;
- 3.3.4.7 through REAch2 Inspiration, to undertake the strategic management of the whole school estate, advising the REAch2 Trust Board on areas of risk and assessing the

organisation's overall safeguarding responsibilities, including drawing up a long term estate plan which identifies areas in need of expansion and/or development and areas likely to be surplus to requirements; and

3.3.4.8 through REAch2 Inspiration, to take a lead on any capital bids and allocations, supporting the Academies' premises teams to carry out works safely and cost effectively.

3.3.5 The REAch2 Executive Team will also supervise the production of accounts (at Academy, REAch2 MAT and REAch2 level) and the auditing of those accounts for disclosure purposes and will report on the activities of all the Academies to the relevant statutory bodies.

3.3.6 The day-to-day responsibilities of REAch2, including the work of the REAch2 Executive Team, are funded by the contribution of a percentage of the central government funding provided for each Academy (the "**REAch2 Corporate Charge**"). This contribution is made up of a charge levied each year by REAch2 to meet its legal responsibilities, including those as sponsor, and a fixed charge for services provided centrally, which will generally be provided or procured by REAch2 Inspiration (the detail for which is set out in the REAch2 Service Level Agreement). Additional support and services may also be provided by REAch2 Inspiration and the procedure for commissioning such services is also set out in the REAch2 Service Level Agreement.

3.3.7 Additional funding received by REAch2 (including REAch2 Inspiration) from other sources (such as government grants and income received from other schools and organisations in return for traded services) will contribute directly to the costs of the REAch2 Executive Team and will be offset against the REAch2 Corporate Charge required from the Academies.

#### 3.4 **Role of the MAT Boards**

3.4.1 REAch2 operates in a number of regions, with an emphasis on grouping Academies in clusters in order to promote shared working and to build leadership capacity and expertise, with an emphasis on standards and school improvement. The MAT is the legal vehicle

through which each of the Academies in a region are run. Each of the REAch2 MATs therefore have entered into relevant Funding Agreements and employed staff to work in the Academies, owning and managing all the contracts and resources for the Academies in the area.

- 3.4.2 The MAT Board will determine the regional strategic direction for the Academies in the relevant area and the local priorities in so far as these relate to standards and school improvement targets.
- 3.4.3 The MAT Board will provide a forum and focus for performance benchmarking and will support the Local Governing Bodies, facilitating peer to peer review. It will advise the REAch2 Trust Board on the agreed strategic focus for the Academies, as well as the threats and opportunities facing the Academies, including opportunities to improve through effective resource sharing.
- 3.4.4 Terms of Reference for the operation of the MAT Boards are attached to this Scheme of Delegation as Appendix 4.
- 3.4.5 Executive Principals will also be appointed for each REAch2 MAT by the REAch2 Trust Board to provide support to the Chief Executive Officer. The Executive Principal will sit on the MAT Board in an ex officio capacity but will be answerable to the Chief Executive Officer and will form part of the REAch2 Executive Team.
- 3.4.6 The REAch2 Trust Board will have regard to the interests of all the Academies in deciding and implementing any policy or exercising any authority in respect of any one or all of the Academies for which it is responsible. Notwithstanding this, the priority for the REAch2 Trust Board is to put in place measures to ensure that any of the Academies is supported when the need arises. Where this may have a financial impact on the funding of the support provided by, or on behalf of the REAch2 Trust Board (or through the REAch2 Service Level Agreement), any policy shall first be discussed with the MAT Boards and their views taken into account in relation to the setting and implementation of any such policy.

### **3.5 The role of the Governors and the Local Governing Bodies**

- 3.5.1 The role of a Governor within a multi academy trust is an important one. In developing a governance structure, REAch2 has sought to ensure that as much as possible the responsibility to govern is vested in those closest to the impact of decision-making and that such responsibility matches the capacity of those assuming responsibility. In conjunction with the MAT Boards, the REAch2 Trust Board has established Local Governing Bodies for each of the Academies, for the most part made up of individuals drawn from the Academy's community, both as elected and appointed members.
- 3.5.2 The Governors serving on such Local Governing Bodies are accountable to the MAT Board and the REAch2 Trust Board (who in turn of course is accountable to the Department for Education) as well as to the communities they serve.
- 3.5.3 Whilst not trustees under charity law, nevertheless, the Governors are under a duty to act in good faith and in the best interests of the Academy and more widely REAch2 itself, which includes all the REAch2 Academies. This duty includes a responsibility to do the following:
- 3.5.3.1 to ensure the Academy complies with its legal obligations;
  - 3.5.3.2 to fulfil the charitable object of the organisation;
  - 3.5.3.3 to act with integrity and to avoid any personal conflicts of interest and not to misuse any charitable funds or assets of the Academy or the organisation;
  - 3.5.3.4 to act prudently in the financial management of the Academy, avoiding putting any assets, funds or reputation of the Academy, the REAch2 MATs or REAch2 at undue risk;
  - 3.5.3.5 to exercise reasonable care and skill, using personal knowledge and experience to ensure the Academy is well run and efficient;
  - 3.5.3.6 to act responsibly, getting advice from others from within the organisation and if appropriate external professional advisors;

- 3.5.3.7 to act as an ambassador of REAch2 and in a way which is consistent with the vision and ideals of REAch2.
- 3.5.4 Governors must act independently and in the best interest of the Academy and more widely REAch2 even if those interests conflict with those of the body or organisation that might have appointed or nominated them to serve on the Local Governing Body. As with the REAch2 and the MAT Directors, the Governors must comply with the REAch2 Conflict of Interest Policy, which recognises the interdependence between all layers of governance but provides clarity as to the duty of Governors, Directors and Trustees in the event of an actual conflict.
- 3.5.5 The specific tasks and responsibilities of the Governors are as follows, with further detail set out in Section 4 of this Scheme of Delegation:
  - 3.5.5.1 to contribute to and fulfil the vision and ethos of REAch2 in so far as it relates to the Academy, ensuring that the Academy achieves the aims and ambitions it has for its pupils, having regard in particular to the benefits of being part of a family of schools which stresses the importance of collaboration and mutual support;
  - 3.5.5.2 to implement and review from time to time the strategic plan for the Academy (including any initial Action Plan), focussing on the Academy's performance and achieving sustained school improvement and having regard to any locally agreed priorities identified by the MAT Board;
  - 3.5.5.3 to act as a critical friend to the Academy's senior leadership team, being ready to challenge and hold senior leaders to account for all aspects of the Academy's performance;
  - 3.5.5.4 to oversee the management of the finances of the Academy, assessing the annual budget prepared by the Academy's Headteacher (with the support of the Academy's senior leadership team) and submitting such for approval by the MAT Board and the REAch2 Trust Board, ensuring that the Academy works within its budget and the Academy's senior

leadership team adopts and implements appropriate risk and financial management policies and practices;

- 3.5.5.5 to support the MAT Board in ensuring that insurance or equivalent risk protection is put in place and maintained for all risk areas including damage to property, employer liability, public and third party liability and director liability in accordance with any policy issued by the REAch2 Trust Board from time to time;
- 3.5.5.6 to support the Academy's Headteacher in the development and review (from time to time) of an appropriate staffing structure for the Academy, ensuring there is robust and accountable monitoring of the performance of staff and implementing all and any policies relating to staff adopted by the REAch2 Trust Board;
- 3.5.5.7 to support the REAch2 Trust Board in its monitoring and evaluation of the delivery of any central services and functions provided or procured by REAch2 for the Academies including those provided under the REAch2 Service Level Agreement, reporting any issues or concerns to the Executive Principal and, if necessary, the Chief Executive Officer and Chair of the REAch2 Trust Board;
- 3.5.5.8 to promote within the organisation and externally the benefits of collaboration with the other REAch2 Academies and to actively seek opportunities to work together either with the aim of improving economic efficiencies within the Academies or identifying and implementing best practice;
- 3.5.5.9 to develop effective links within the Academy's community, communicating openly and frequently as appropriate and ensuring that the Academy meets its responsibilities to the community and serves the community's needs in relation to the safeguarding and education of its pupils; and
- 3.5.5.10 to engage fully and openly with any inspection of the Academy, whether by the REAch2 Trust Board, Ofsted or

any other appropriate public body to whom the Academy is accountable.

- 3.5.6 Individual Governors may be given primary responsibility for particular functions such as standards, finance, premises and resources with the view to matching skills and experience to functions. This will not affect collective and overall individual responsibility but Governors are expected to use their skills and experience in the fulfilment of their duties.
- 3.5.7 Subject to the provisions of the Companies Act 2006, every member of the Local Governing Body or other officer or auditor of REAch2 acting in relation to the Academy shall be indemnified out of the assets of the REAch2 MAT against any liability incurred by him or her in that capacity in defending any proceedings, whether civil or criminal, in which judgment is given in favour or in which he or she is acquitted or in connection with any application in which relief is granted to him or her by the court from liability for negligence, default, breach of duty or breach of trust in relation to the affairs of the Academy.
- 3.5.8 As with the Directors, the following are the core competencies and skills expected of all Governors:
- 3.5.8.1 to work as a team;
  - 3.5.8.2 to prepare for and attend meetings and to be prepared to contribute to discussions and commit to agreed actions;
  - 3.5.8.3 to be respectful of the views of others and to be open to new ideas and thoughts;
  - 3.5.8.4 to treat all confidential information confidentially;
  - 3.5.8.5 to develop a deep understanding of the vision and ethos of REAch2 and its Academies and the roles played by all individuals in fulfilment of the REAch2 mission;
  - 3.5.8.6 to understand the policies and procedures of REAch2 and how these flow down to the Academy;

- 3.5.8.7 to support REAch2 in public and act as an ambassador of REAch2 and the Academy;
  - 3.5.8.8 to commit to training and skills development
  - 3.5.8.9 to be ready to ask questions and give constructive feedback, particularly to others in the organisation;
  - 3.5.8.10 to be focussed on problem solving and be ready to learn from past experiences.
- 3.5.9 Specific skills may be needed if a Governor is to take responsibility for and lead on a specific area. A regular skills audit will be undertaken and Governors should expect to reflect on and be able to articulate their contribution to the success of the Academy. Where appropriate a skills development plan will be put in place.
- 3.5.10 The REAch2 Trust Board also recognises the role that the Academies play in their communities and the Local Governing Body is free to decide how such support and patronage is given. The Local Governing Body shall ensure that any support is not inconsistent with the objects of REAch2 and the REAch2 MAT and the restrictions on the use of its charitable resources and any advice or restriction placed on the REAch2 MAT by the Secretary of State. The Local Governing Body shall ensure that any formal collaboration or support with third parties, including with those with whom REAch2 has a strategic partnership, is appropriately documented and the details notified to the Executive Principal to assess effectiveness and where financial support is provided for accounting reasons.

4. **DELEGATED AUTHORITY AND RESPONSIBILITIES OF THE LOCAL GOVERNING BODY**

4.1 **General Provisions**

- 4.1.1 Subject to the provisions of the Companies Act 2006, the Articles and to any directions given by the Members of the REAch2 MAT following a special resolution, the governance and management of an Academy shall be delegated by the REAch2 Trust Board and MAT Board to the relevant Local Governing Body, which may exercise all the powers of the REAch2 MAT in so far as they relate to the Academy, in accordance with the terms of this Scheme of Delegation and any specific additional terms of reference or REAch2 policy.
- 4.1.2 The REAch2 Trust Board and the MAT Board reserve the right at any time (in their absolute discretion) to review and alter this Scheme of Delegation and the level of delegated responsibility, including the ultimate action of withdrawing the Scheme of Delegation from an Academy. The REAch2 Trust Board will review the effectiveness of the Scheme once every two years. Whilst the Scheme cannot take the form of a legally binding contract and is subject to the overriding duty on the REAch2 and the MAT Board Directors to act freely and in the best interests of the organisation, in so far as the Directors are able they agree to abide by the provisions of it and will consult on any significant changes.
- 4.1.3 Those to whom delegated responsibility is given must acknowledge the limitations on their authority and must not act outside of their authority. Any wilful disregard of the matters expressed in this Scheme is likely to lead to the Scheme being withdrawn.
- 4.1.4 As a matter of general principle, the Local Governing Body will adopt and will comply with all central policies adopted by the REAch2 Trust Board and will comply with any direction issued by the REAch2 Trust Board and have regard to any advice given.
- 4.1.5 No alteration of the REAch2 MAT Articles or change to the Scheme shall invalidate any act of the Local Governing Body which was a valid act when made. Except as provided for in this Scheme of Delegation, the powers given by this Scheme shall not be limited by

any limitation in the Articles and a meeting of the Local Governing Body at which a quorum is present may exercise all the powers so delegated.

## 4.2 Finance and Audit

4.2.1 Except as provided for in this Scheme of Delegation, in addition to all powers hereby expressly conferred upon the Local Governing Body and without detracting from the generality of the powers delegated, the Local Governing Body shall have the following powers, namely:

4.2.1.1 to expend the funds of the REAch2 MAT received in respect of the Academy in such manner as the Local Governing Body shall consider most beneficial for the running of the Academy, subject to any reserves policy published from time to time by REAch2; and

4.2.1.2 to enter into contracts on behalf of the REAch2 MAT in so far as they relate to the Academy and are within the scope of the Local Governing Body's responsibility as set out in this Scheme of Delegation, subject to the limits to act without specific authorisation of the Executive Principal or the Chief Executive Officer (as the case may be) as set out in the "**Scheme of Delegation of Financial Powers**" annexed to this Scheme of Delegation as Appendix 1.

4.2.2 Each Academy will have its own bank account, opened by the REAch2 MAT when the Academy joined, which shall be operated by the Local Governing Body. All cheques, BACS and orders for the payment of money from such account shall be signed by or authorised in accordance with the Scheme of Delegation of Financial Powers.

4.2.3 No REAch2 monies (whether or not authority to expend has been devolved to the Local Governing Body) shall be paid into any bank account other than a bank account authorised by the REAch2 Executive Team.

4.2.4 Subject to any advice from the REAch2 Trust Board, the Local Governing Body will appoint the REAch2 Group Accountant to act as the "responsible officer" for the Academy, who will fulfil this function

for all the REAch2 Academies and will be responsible for carrying out periodic internal audits of the Academies' financial processes, procedures and accounting records, reporting to any internal audit committee established by the REAch2 Trust Board as required.

- 4.2.5 Unless otherwise determined by the REAch2 Trust Board, the Executive Principal will be the “accounting officer” for the REAch2 MAT who will be supported by the Headteachers of the Academies, who will fulfil an equivalent role within the Academy. The accounting officer shall be responsible for ensuring that the financial processes, procedures and accounting records for the Academy and the REAch2 MAT, as the case may be, meet the requirements of this Scheme and the requirements for the time being of the EFA Academies Financial Handbook and its successor documents.
- 4.2.6 The REAch2 MAT's accounts shall be the responsibility of the REAch2 Trust Board but the Headteacher of the Academy shall provide such information about the Academy, as often and in such detail and format as the REAch2 Executive Team shall reasonably require, in order to carry out an internal audit of the Academies in accordance with the requirements of the Academies Financial Handbook. Without prejudice to the above, the Headteacher shall provide management accounts in an approved format to the Executive Principal at least once per term (three times per year) or as requested by the REAch2 Group Accountant.
- 4.2.7 The Local Governing Body shall ensure that proper procedures are put in place for the safeguarding of funds and that the requirements of the Academies Financial Handbook and the Funding Agreements are observed at all times as well as any requirements and recommendations of the REAch2 Executive Team and the Education Funding Agency. The Local Governing Body and the Academy's senior leadership team shall ensure the Academy complies with the “**Financial Procedures Policy**”, which is annexed to this Scheme of Delegation as Appendix 7. For the avoidance of doubt the Local Governing Body acknowledges the restriction on borrowing contained in the Funding Agreements.
- 4.2.8 The REAch2 Trust Board and the MAT Board acknowledge the Local Governing Body's right and intention to use any voluntary (i.e. non

grant) funds (including any restricted funds) raised by the Academies for the purposes for which they have been raised and otherwise solely at the discretion of the Local Governing Body provided this is within the charitable object of the REAch2 MAT. Proper accounts will be kept by the Headteacher showing the receipt and use of such funds and the extent to which such funds are restricted.

4.2.9 The REAch2 Trust Board and the MAT Board also acknowledge that from time to time the Academies themselves may seek to generate additional funds by undertaking certain activities, such as: lettings, the provision of sporting and recreational facilities, running a nursery and/or providing childcare, teacher training, providing and supporting ICT and other administrative services. In some cases and particularly where such activities do not fall within the charitable object of the REAch2 MAT, these may need to be channelled through a trading subsidiary, decisions about which will be made by the REAch2 Trust Board, who may involve REAch2 Inspiration. Any income generated from such Academy activities and/or gift aided by a trading subsidiary to the REAch2 MAT in respect of a particular Academy's activities shall be delegated to the Local Governing Body. Such funds will however be noted separately in the accounts of the Academy and, like all Academies' funds, will be subject to any reserves policy operated by the REAch2 Trust Board and/or the MAT Board.

4.2.10 The Local Governing Body shall provide sufficient funds to the REAch2 Executive Team to enable REAch2 to either place appropriate insurance with a reputable insurance company or to participate in the Education Funding Agency's risk protection scheme to protect the Academy from loss and other risks that shall include (but shall not be limited to) the following:

4.2.10.1 damage to land, buildings and contents;

4.2.10.2 public, employer's and hirer's liability;

4.2.10.3 directors' and governors' liability and professional indemnity;

4.2.10.4 personal accident and school journeys;

4.2.10.5 terrorism and business interruption;

4.2.10.6 money and fidelity;

4.2.10.7 legal expenses, libel and slander;

4.2.10.8 engineering; and

4.2.10.9 such other risks as the REAch2 Trust Board may determine from time to time, including where such risks require top up insurance to be put in place.

The Local Governing Body will fulfil any requirements of the REAch2 Executive Team and will notify the Executive Principal (or as directed) as soon as reasonably practicable following the occurrence of an event in respect of which insurance or risk protection has been obtained. The responsibility for notifying the insurers or the EFA (as the case may be) is the Local Governing Body. The REAch2 Executive Team and the MAT Board and the Local Governing Body will provide each other with all necessary information and assistance as may be helpful in the management of any claims, following any appropriate advice that is given in relation thereto.

4.2.11 The specification, installation and management of ICT Network Services and the specification of certain core software products required for the management and administration of the Academies shall be the responsibility of the REAch2 Trust Board having due regard to the requirements of the Local Governing Body, who shall set aside each year a sufficient sum of money as shall be required to maintain the fitness for purpose of the ICT Network provision. The written consent of the Executive Principal shall be obtained to any significant ICT expenditure that will impact on the ICT network infrastructure or the operation of the ICT network or the core software provision.

#### 4.3 **Curriculum and Standards**

4.3.1 The MAT Board shall be responsible for the setting and review of the local plan outlining the curriculum priorities for each of the Academies in that area but shall have regard to any views of the Chief Executive Officer and/or the REAch2 Trust Board in recognition of the REAch2 Trust Board's obligation to the Secretary of State to provide a broad and balanced curriculum.

- 4.3.2 The Local Governing Body shall be responsible for the standards achieved by the Academy and the pupils attending the Academy but shall follow such advice and recommendations of the MAT Board and the Chief Executive Officer as they might issue from time to time in relation to benchmarking and locally agreed priorities.
- 4.3.3 The Local Governing Body will oversee the development and review of the curriculum, supporting the Headteacher in relation to the development and implementation of any strategic plan for the improvement of standards and attainment at the Academy.
- 4.3.4 The Local Governing Body shall develop and with the support of the MAT Board implement any Action Plan designed to address any area in need of improvement in the Academy and the Local Governing Body shall promote any necessary action, helping to communicate messages to staff and parents as need be.
- 4.3.5 The Local Governing Body will support the Headteacher in developing appropriate links with other local schools or education organisations to promote best practices in learning and development and to facilitate peer to peer review and support. The Local Governing Body will also promote and develop links with local businesses and community organisations which are designed to enrich the school life of pupils and foster citizenship.

#### 4.4 **Personnel**

##### 4.4.1 **Headteacher**

- 4.4.1.1 The MAT Board either directly or through the Executive Principal shall appoint and manage (including the carrying out of any appraisal, performance management review, disciplinary or capacity hearing) the Headteacher (or Head of School) of each Academy, in collaboration with the Local Governing Body. The REAch2 Trust Board and the MAT Board may delegate such powers and functions as they consider are required by the Headteacher for the internal organisation, management and control of the Academy (including the implementation of all policies approved by the REAch2 Trust Board, the MAT Board and the REAch2

Executive Team for the direction of the teaching and learning and curriculum at the Academy).

#### 4.4.2 **Other Staff**

4.4.2.1 The Local Governing Body through the Headteacher shall be responsible for the appointment and management of all other staff to be employed at the Academy provided that the Local Governing Body and Headteacher shall:

4.4.2.1.1 implement and comply with all policies dealing with staff issued by the REAch2 Trust Board from time to time;

4.4.2.1.2 take account of any pay terms set by the REAch2 Trust Board and/or the MAT Board;

4.4.2.1.3 adopt any standard contracts or terms and conditions for the employment of staff issued by the REAch2 Trust Board;

4.4.2.1.4 adopt appropriate and transparent procedures for the recruitment of staff;

4.4.2.1.5 manage any claims and disputes with staff members having regard to any advice and recommendations given by the REAch2 Executive Team and/or its insurers;

4.4.2.1.6 bring to the attention of the REAch2 Executive Team and, if required, REAch2's insurers without delay any claims or disputes with staff that may require a hearing by a panel of members of the Local Governing Body where escalation is necessary;

4.4.2.1.7 seek the advice of the Executive Principal where any significant cost is contemplated either in relation to the appointment or resignation of a member of staff, including in relation to ill health

retirement or the settlement of any claims or grievances.

4.4.2.2 On a regular basis and in agreement with the Executive Principal (and having regard to the advice of the Academy's leadership team) the Local Governing Body shall review the current staffing structure for the Academy, identifying:

4.4.2.2.1 the optimum number of staff required to be employed at the Academy;

4.4.2.2.2 the levels of the posts required;

4.4.2.2.3 the role responsibilities of all staff currently employed;

4.4.2.2.4 any changes to be made in the staffing structure, and/or;

4.4.2.2.5 any training needed to support the teaching and learning priorities.

4.4.2.3 The Local Governing Body shall carry out or delegate to either the Headteacher and/or an appropriate committee (as appropriate) the performance management of all staff and shall put in place and comply with appropriate procedures for the proper professional and personal development of staff, taking account of any training and support available from the REAch2 Executive Team.

#### 4.5 **Admissions and Exclusions**

4.5.1 The Local Governing Body shall be responsible for the setting and review from time to time of the Academy's admissions policy provided that no material change will be made to the admissions criteria without the approval of the MAT Board, which may refer controversial questions to the REAch2 Trust Board.

4.5.2 Any decision to expand the Academy shall be that of the Local Governing Body but which shall have regard to the views of the MAT Board and the REAch2 Trust Board.

4.5.3 Any appeal against admissions shall be heard by an independent appeal panel established and authorised by the Local Governing Body.

4.5.4 The Local Governing Body shall consider any decision by the Headteacher to exclude any pupil and will be the appropriate body for reconsidering any decision to readmit required by any independent panel hearing.

#### 4.6 **Premises**

4.6.1 The day-to-day maintenance and care of the buildings and facilities used in respect of the Academy is the responsibility of the Local Governing Body (with management responsibility being delegated to the Headteacher), which shall have regard at all times to the safety of the users of the buildings and the facilities and the legal responsibilities of the REAch2 MAT (and/or any others) as owner of such buildings and facilities.

4.6.2 The Local Governing Body shall support the REAch2 Executive Team in developing a long term estate management strategy that will identify the suitability of building and facilities in light of long term curriculum needs and the need for and availability of capital investment to meet the REAch2 MAT's legal responsibility to ensure the buildings and facilities used by each Academy are maintained to a good standard.

4.6.3 Short term lettings and day-o-day uses of the school buildings and playing fields will be the responsibility of the Local Governing Body.

4.6.4 The responsibility for any disposals or acquisitions of land to be used by the Academy will be that of the MAT Board who will delegate management responsibility to the REAch2 Executive Team.

#### 4.7 **Community Activities and Community Engagement**

4.7.1 Whilst the undertaking of any activities which would be described as part of the Academy's "extended schools agenda" or any activities designed to generate business income, will be the responsibility of the Local Governing Body, this shall only be undertaken in a manner consistent with any policy set by the REAch2 Trust Board and having

regard to the viability of such activities, the impact on the Academy's activities and any financial implications, such as the threat of taxation in light of the organisation's charitable objects and any threat to funding provided by the Secretary of State. The financial implications are noted above.

- 4.7.2 The Local Governing Body is responsible for all community engagement and consultation and will acknowledge and reinforce the vision of REAch2 in all communications. The importance of building and maintaining good relations with other local schools, businesses and organisations is acknowledged.

## 5. SUPERVISION AND INTERVENTION - RISK MANAGEMENT

### 5.1 Supervision and Reporting

- 5.1.1 Notwithstanding the level of delegated responsibility, the REAch2 MAT Directors remain legally responsible for all matters in connection with the Academies and they are required to have systems in place through which they can assure themselves of quality, safety and good practice in the Academies.
- 5.1.2 Once per term in every school year (three times), the REAch2 Executive Team will request and the Local Governing Body (or Headteacher) will provide reports on key aspects of the running of the Academy, focussing particularly on risks to the organisation and the successful running of the Academy. These reports will be consistent with the template “**Risk Management Reports**” annexed to this Scheme as Appendix 2.
- 5.1.3 In addition, once per term in every school year (three times), the REAch2 Executive Team (or Executive Principal) will request and the Local Governing Body (or Headteacher) will provide a report on the attainment or predicted attainment of pupils’ measures against the targets set by the MAT Board on the advice of the REAch2 Executive Team. These reports are designed not only to identify and manage operational and educational risks but also to assist the REAch2 Executive Team in putting in place appropriate support or a package of measures designed to address weaknesses, which may include training both for Governors and the Academy’s senior leadership team.
- 5.1.4 The Local Governing Body is appointed as a sub-committee of the MAT Board and as such has no separate legal status to that of the REAch2 MAT or the MAT Board. Consequently, any act or omission of the Local Governing Body or any officer of the REAch2 MAT or the Academy that subsequently leads to prosecution or other litigation will be a liability of the REAch2 MAT Directors and any event in an Academy that might lead to public criticism or adverse publicity or damage to the reputation of REAch2 will also be concern for the REAch2 Trust Board and the MAT Board. In such events and in order to minimise risk, the Chair of the Local Governing Body or the

Headteacher will immediately advise the Executive Principal or other deputy acting on behalf of the REAch2 Trust Board. These events will include the following (but shall not exclude any other event that falls within the generality of the circumstances described above):

- 5.1.4.1 any event leading to loss of life or critical injury on the premises of the academy or during an event off the premises organised or supervised by Academy staff;
- 5.1.4.2 any sexual or violent or illegal act against a child committed by any adult while on the premises of the academy or by a member of staff under any circumstances;
- 5.1.4.3 the suspension or summary dismissal of any member of staff;
- 5.1.4.4 any event that requires a report to the Health and Safety Executive or that results in the service of a legal notice on the Academy alleging a breach of fire or health or safety law or regulations;
- 5.1.4.5 any event that requires a formal hearing by a panel of representatives of the Academy or that results in the service of a legal notice on the Academy alleging a breach of employment law or regulations.

## **5.2 Intervention and Removal of Delegated Responsibility**

- 5.2.1 The Local Governing Body shall work closely with and shall promptly implement any advice or recommendations made by the MAT Board and the REAch2 Executive Team in respect of standards and performance, particularly where areas of weakness have been identified by either the REAch2 Executive Team or Ofsted.
- 5.2.2 Where serious concerns have been identified by the REAch2 Executive Team in the running of the Academy, including concerns about financial matters, or there is insufficient progress being made against educational targets, including where intervention is either formally threatened or is being carried out by the Secretary of State, the REAch2 Trust Board expressly reserves the unfettered right in such circumstances to review or remove any power or responsibility

conferred on the Local Governing Body under this Scheme of Delegation.

5.2.3 Notwithstanding the above, the REAch2 Trust Board, the MAT Board and the Local Governing Body acknowledge the value of maintaining a good working relationship particularly in light of the levels of delegated responsibility within the REAch2 MAT. The REAch2 Trust Board and the Local Governing Body in such circumstances make the following commitments to each other:

5.2.3.1 to discuss openly any weaknesses or any situation which may in the opinion of either potentially lead to a threat of intervention by the Secretary of State;

5.2.3.2 to use all reasonable endeavours to agree the measures to be taken to improve standards and the performance of the Academy and to support each other in the implementation of those measures, including involving the MAT Board who will support and advise on steps to be taken and facilitate additional support if needed;

5.2.3.3 to allow each other the opportunity to effect improvements at the Academy through directions to be issued to persons appointed either by the Local Governing Body (including the Headteacher) in relation to the governance of the Academy;

5.2.3.4 that the REAch2 Trust Board will not remove or significantly reduce delegated authority without first agreeing to put in place for an appropriate period of time an improvement or intervention board whose responsibility it will be to address the areas of weakness, the terms of reference for such an “**Intervention Board**” being set out in Appendix 4 to this Scheme;

5.2.3.5 that the REAch2 Trust Board will not exercise any power to remove a Headteacher or a Governor or to attend and vote at any meeting of the Local Governing Body at which this is to be discussed without first discussing with the Chair of the Local Governing Body the need to ensure that such power is being exercised appropriately and proportionately.



## 6. FUNCTIONING OF THE LOCAL GOVERNING BODIES

### 6.1 Constitution of the Local Governing Body

6.1.1 A Local Governing Body shall be established for each of the Academies comprising nine members appointed as follows:

6.1.1.1 four members, appointed by the Local Governing Body, having regard to any advice or nominations put forward by the MAT Board and/or the REAch2 Trust Board (who shall be informed by the Chair of any vacancies and proposals for appointment) and subject to a right by the MAT Board to veto any appointment;

6.1.1.2 up to three members co-opted by the Local Governing Body.

6.1.1.3 two staff members, appointed under clause 6.2.1;

6.1.1.4 two parent members elected or appointed under clause 6.2.4; and

6.1.1.5 the Headteacher (or Head of School) of the Academy.

6.1.2 All persons appointed or elected to the Local Governing Body shall give a written undertaking to the REAch2 Trust Board and to the MAT Board to uphold the object and ethos of REAch2.

### 6.2 Appointment of Governors

6.2.1 Serving on the Local Governing Body shall be two persons (other than the Headteacher) who are employed at the Academy who shall be appointed through such process as the Local Governing Body may determine. The positions held by those employed at the Academy (e.g. teaching and non teaching) may be taken into account when considering appointments.

6.2.2 Unless the Local Governing Body directs otherwise, in appointing persons to serve on the Local Governing Body who are employed at the Academy the Local Governing Body shall invite nominations from all staff employed under a contract of employment or a contract for services or otherwise engaged to provide services to the Academy

(excluding the Headteacher) and, where there are any contested posts, shall hold an election by a secret ballot. All arrangements for the calling and the conduct of the election and resolution of questions as to whether any person is an eligible candidate shall be determined by the Local Governing Body.

6.2.3 The Headteacher shall be treated for all purposes as being an ex officio member of the Local Governing Body.

6.2.4 The parent members of the Local Governing Body shall be elected by parents or carers of registered pupils at the Academy and he or she must be a parent or carer of a pupil at the Academy at the time when he or she is elected. Any election of persons who are to be the parent members of the Local Governing Body which is contested shall be held by secret ballot. Where any vacancy exists after inviting nominations, the Local Governing Body shall have the power to appoint parents to the Local Governing Body but shall not be obliged to do so.

### 6.3 **Term of office**

6.3.1 The term of office for any person serving on the Local Governing Body shall be 4 years, save that this time limit shall not apply to the Headteacher or for governors co-opted by the Local Governing Body or any post which is held ex officio, who will serve for as long as he or she remains in office. Subject to remaining eligible to be a particular type of member, any person may be re-appointed or re-elected to the relevant body.

6.3.1 The term of office for governors co-opted by the Local Governing Body shall be one year.

### 6.4 **Resignation and Removal of Governors**

6.4.1 A person serving on the Local Governing Body shall cease to hold office if he or she resigns his or her office by notice to the Local Governing Body. Any vacancy on a Local Governing Body will trigger an appropriate election.

6.4.2 A person serving on the Local Governing Body shall cease to hold office if he or she is removed by the MAT Board (on the advice of

either the Executive Principal or the Local Governing Body). Whilst at the same time as acknowledging that no reasons need to be given for the removal of a Governor, any failure to uphold the values of REACh2 and/or the Academy or to act in a way which is appropriate in light of this Scheme of Delegation will be taken into account. For the avoidance of doubt, this clause does not apply in respect of any person who is serving as a parent or staff member on the Local Governing Body except in exceptional circumstances.

6.4.3 If any person who serves on the Local Governing Body in his or her capacity as an employee ceases to be employed and/or work at the Academy then he or she shall be deemed to have resigned and shall cease to serve on the Local Governing Body automatically on termination of his or her work at the Academy.

6.4.4 Where a person who serves on the Local Governing Body resigns his or her office or is removed from office, that person or, where he or she is removed from office, those removing him or her, shall give written notice thereof to the relevant body.

## 6.5 **Disqualification of Governors**

6.5.1 No person shall be qualified to serve on the Local Governing Body unless he or she is aged 18 or over at the date of his or her election or appointment. No current pupil of any Academy shall be entitled to serve on the Local Governing Body.

6.5.2 A person serving on the Local Governing Body shall cease to hold office if he or she becomes incapable by reason of illness or injury of managing or administering his or her own affairs.

6.5.3 A person serving on the Local Governing Body shall cease to hold office if he or she is absent without the permission of the Chair from all the meetings of the Local Governing Body held within a period of six months and the Local Governing Body resolves that his or her office be vacated.

6.5.4 A person shall be disqualified from serving on the Local Governing Body if:

- 6.5.4.1 his or her estate has been sequestered and the sequestration has not been discharged, annulled or reduced; or
  - 6.5.4.2 he or she is the subject of a bankruptcy restrictions order or an interim order.
- 6.5.5 A person shall be disqualified from serving on the Local Governing Body at any time when he or she is subject to a disqualification order or a disqualification undertaking under Trust Directors Disqualification Act 1986 or to an order made under section 429(2)(b) of the Insolvency Act 1986 (failure to pay under county court administration order).
- 6.5.6 A person serving on the Local Governing Body shall cease to hold office if he or she would cease to be a director by virtue of any provision in the Companies Act 2006 or is disqualified from acting as a trustee by virtue of section 178 of the Charities Act 2011 (or any statutory re-enactment or modification of that provision).
- 6.5.7 A person shall be disqualified from serving on the Local Governing Body if he or she has been removed from the office of charity trustee or trustee for a charity by an order made by the Charity Commission or the High Court on the grounds of any misconduct or mismanagement in the administration of the charity for which he or she was responsible or to which he or she was privy, or which he or she by his or her conduct contributed to or facilitated.
- 6.5.8 A person shall be disqualified from serving on the Local Governing Body where he or she has, at any time, been convicted of any criminal offence, excluding any that have been spent under the Rehabilitation of Offenders Act 1974 as amended, and excluding any offence for which the maximum sentence is a fine or a lesser sentence except where a person has been convicted of any offence which falls under section 178 of the Charities Act 2011.
- 6.5.9 Where, by virtue of this Scheme of Delegation, a person becomes disqualified from serving on the Local Governing Body, and he or she was, or was proposed, to so serve, he or she shall upon becoming so

disqualified give notice, preferably in writing, of that fact to the Chair of the Local Governing Body.

## **6.6 Appointment of the Chair and Vice-Chair**

- 6.6.1 The members of the Local Governing Body shall each school year, at their first meeting in that year, elect a Chair and a Vice-Chair from among their number, except any person who is employed by the REAch2 MAT to work at any of the Academies.
- 6.6.2 The role of the Chair of the Local Governing Body is an important one, demanding yet worthwhile. The Chair is elected by the Governors annually but because of the vital link and the importance of maintaining a strong and effective relationship between the Local Governing Body, the MAT Board and the REAch2 Trust Board, the appointment following election is subject to the approval of the MAT Board. The Chair must be approachable, readily accessible and ready to take issues and ideas raised by Governors seriously.
- 6.6.3 The Chair's specific duties are to:
  - 6.6.3.1 provide a clear lead and direction for the Governors, understanding the aims of the Academy, the roles played by all those involved and the vision of REAch2 in relation to its Academies;
  - 6.6.3.2 build an effective team, attracting Governors with necessary skills and experience promoting equality and diversity and ensuring priority is given to those who can make a positive contribution to driving school improvement and supporting their development to maximise the benefit of their contribution;
  - 6.6.3.3 work closely with the Headteacher and the Executive Principal to ensure there is proper challenge and encouragement;
  - 6.6.3.4 ensure that school improvement is the focus of all policy and strategy for the Academy, reminding Governors of this as often as necessary;

- 6.6.3.5 keep the Executive Principal informed of any appointments and resignations and any areas of weakness within the Local Governing Body in terms of appropriate skills and capacity or need for training;
  - 6.6.3.6 hold Governors to account, ensuring the business of the Local Governing Body is conducted efficiently and effectively, chairing meetings ensuring all members have the opportunity to contribute and are listened to with clear decisions being made when necessary.
- 6.6.4 The Chair or Vice-Chair may at any time resign his or her office by giving notice in writing to the Local Governing Body. The Chair or Vice-Chair shall cease to hold office if:
  - 6.6.4.1 he or she ceases to serve on the Local Governing Body;
  - 6.6.4.2 he or she is employed by the REAch2 MAT whether or not at the Academy;
  - 6.6.4.3 he or she is removed from office in accordance with this Scheme of Delegation; or
  - 6.6.4.4 in the case of the Vice-Chair, he or she is elected in accordance with this Scheme of Delegation to fill a vacancy in the office of the Chair.
- 6.6.5 Where by reason of any of the matters referred to in paragraph 6.6.4, a vacancy arises in the office of Chair or Vice-Chair, the members of the Local Governing Body shall at its next meeting elect one of their number to fill that vacancy.
- 6.6.6 Where the Chair is absent from any meeting or there is at the time a vacancy in the office of the Chair, the Vice-Chair shall act as the Chair for the purposes of the meeting.
- 6.6.7 Where in the circumstances referred to in paragraph 6.6.6. the Vice-Chair is also absent from the meeting or there is at the time a vacancy in the office of Vice-Chair, the members of the Local Governing Body shall elect one of their number to act as a chair for the purposes of that meeting.

6.6.8 The clerk to the Local Governing Body shall act as chair during that part of any meeting at which the Chair is elected.

6.6.9 Any election of the Chair or Vice-Chair which is contested shall be held by secret ballot.

## 6.7 **Committees and Further Delegation**

6.7.1 Subject to this Scheme of Delegation, the Local Governing Body may establish any subcommittee. The constitution, membership and proceedings of any subcommittee shall be determined by the Local Governing Body but having regard to any views of the REAch2 Trust Board. The establishment, terms of reference, constitution and membership of any subcommittee shall be reviewed at least once in every twelve months. The membership of any subcommittee may include persons who do not also serve on the Local Governing Body, provided that a majority of the members of any such subcommittee shall be members of the Local Governing Body. The Local Governing Body may determine that some or all of the members of a subcommittee who do not serve on the Local Governing Body shall be entitled to vote in any proceedings of the subcommittee. No vote on any matter shall be taken at a meeting of a subcommittee unless the majority of members of the subcommittee present also serve on the Local Governing Body.

6.7.2 Provided such power or function has been delegated to the Local Governing Body by virtue of this Scheme of Delegation, the Local Governing Body may further delegate to any person serving on the Local Governing Body, any committee, the Headteacher or any other holder of an executive office, such of their powers or functions as they consider desirable to be exercised by them. Any such delegation may be made subject to any conditions the REAch2 Trust Board may impose and may be revoked or altered. The terms of reference for any sub-committee of the Local Governing Body shall be consistent with any policy or statement of recommended practice issued from time to time by the REAch2 Trust Board.

6.7.3 Where any power or function of the REAch2 Trust Board, the MAT Board or the Local Governing Body is exercised by any subcommittee or member of the Local Governing Body, the

Headteacher or any other holder of an executive office, that person or subcommittee shall report to the Local Governing Body in respect of any action taken or decision made with respect to the exercise of that power or function at the meeting of the Local Governing Body immediately following the taking of the action or the making of the decision.

## **6.8 Meetings**

- 6.8.1 The minutes of the proceedings of a meeting of the Local Governing Body shall be drawn up and entered into a book (electronic or otherwise) kept for the purpose by the person authorised to keep the minutes of the Local Governing Body and shall be signed (subject to the approval of the members of the Local Governing Body) at the same or next subsequent meeting by the person acting as chair thereof. The minutes shall include a record of:
- 6.8.1.1 all appointments of officers made by the Local Governing Body; and
  - 6.8.1.2 all proceedings at meetings of the Local Governing Body and of committees of the Local Governing Body including the names of all persons present at each such meeting.
- 6.8.2 The Chair shall ensure that copies of minutes of all meetings of the Local Governing Body (and such of the subcommittees as the Local Governing Body shall from time to time notify) shall be provided to the Executive Principal as soon as reasonably practicable after those minutes are approved.
- 6.8.3 Subject to this Scheme of Delegation, the Local Governing Body may regulate its proceedings as the members of the Local Governing Body think fit, provided at all times that there is openness and transparency in matters relating to the Local Governing Body. The Local Governing Body is expected to meet at least once a term but may meet more often if felt appropriate or if requested to meet by the REAch2 Executive Team or the MAT Board.
- 6.8.4 Meetings of the Local Governing Body shall be convened by the clerk to the Local Governing Body. In exercising his or her functions under this Scheme of Delegation the clerk shall comply with any direction:

- 6.8.4.1 given by the Local Governing Body; or
  - 6.8.4.2 given by the Chair or, in his or her absence or where there is a vacancy in the office of chair, the Vice-Chair.
- 6.8.5 Any three members of the Local Governing Body may, by notice in writing given to the clerk, requisition a meeting of the Local Governing Body; and it shall be the duty of the clerk to convene such a meeting as soon as is reasonably practicable.
- 6.8.6 Each member of the Local Governing Body shall be given at least seven clear days before the date of a meeting:
- 6.8.6.1 notice either in writing or sent electronically shall be sent to each member of the Local Governing Body at the address provided by each member from time to time; and
  - 6.8.6.2 a copy of the agenda for the meeting;
- provided that where the chair or, in his absence or where there is a vacancy in the office of Chair, the Vice-Chair, so determines on the ground that there are matters demanding urgent consideration, it shall be sufficient if the written notice of a meeting, and the copy of the agenda thereof are given within such shorter period as he or she directs.
- 6.8.7 The convening of a meeting and the proceedings conducted thereat shall not be invalidated by reason of any individual not having received written notice of the meeting or a copy of the agenda thereof.
- 6.8.8 A resolution to rescind or vary a resolution carried at a previous meeting of the Local Governing Body shall not be proposed at a meeting of the Local Governing Body unless the consideration of the rescission or variation of the previous resolution is a specific item of business on the agenda for that meeting.
- 6.8.9 A meeting of the Local Governing Body shall be terminated forthwith if:
- 6.8.9.1 the members of the Local Governing Body so resolve; or

6.8.9.2 the number of members present ceases to constitute a quorum for a meeting of the Local Governing Body in accordance with paragraph 6.10, subject to paragraph 6.12.

6.8.10 Where in accordance with paragraph 6.8.9 a meeting is not held or is terminated before all the matters specified as items of business on the agenda for the meeting have been disposed of, a further meeting shall be convened by the clerk as soon as is reasonably practicable, but in any event within seven days of the date on which the meeting was originally to be held or was so terminated.

6.8.11 Where the Local Governing Body resolves in accordance with paragraph 6.8.10 to adjourn a meeting before all the items of business on the agenda have been disposed of, the Local Governing Body shall before doing so determine the time and date at which a further meeting is to be held for the purposes of completing the consideration of those items, and it shall direct the clerk to convene a meeting accordingly.

## **6.9 Quorum for meetings**

6.9.1 Subject to paragraph 6.9.3, the quorum for a meeting of the Local Governing Body, and any vote on any matter thereat, shall be three. Any Director of the relevant REAch2 MAT is authorised to attend and vote at a meeting of the Local Governing Body and will count towards the quorum, but this power is expected to be used only in exceptional circumstances.

6.9.2 The Local Governing Body may act notwithstanding any vacancies on its board, but, if the numbers of persons serving is less than the number fixed as the quorum, the continuing persons may act only for the purpose of filling vacancies or of calling a general meeting.

6.9.3 The quorum for the purposes of:

6.9.3.1 appointing a parent member;

6.9.3.2 any vote on the removal of a person in accordance with this Scheme of Delegation;

shall be any two-thirds (rounded up to a whole number) of the persons who are at the time persons entitled to vote on those respective matters.

6.9.4 Subject to this Scheme of Delegation, every question to be decided at a meeting of the Local Governing Body shall be determined by a majority of the votes of the persons present and entitled to vote on the question. Every member of the Local Governing Body shall have one vote.

6.9.5 Subject to paragraphs 6.9.6 – 6.9.8, where there is an equal division of votes, the Chair shall have a casting vote in addition to any other vote he or she may have.

6.9.6 The proceedings of the Local Governing Body shall not be invalidated by:

6.9.6.1 any vacancy on the board; or

6.9.6.2 any defect in the election, appointment or nomination of any person serving on the Local Governing Body.

6.9.7 A resolution in writing, signed by all the persons entitled to receive notice of a meeting of the Local Governing Body, shall be valid and effective as if it had been passed at a meeting of the Local Governing Body duly convened and held. Such a resolution may consist of several documents in the same form, each signed by one or more of the members of the Local Governing Body and may include an electronic communication by or on behalf of the member indicating his or her agreement to the form of resolution providing that the member has previously notified the Local Governing Body in writing of the email address or addresses which the member will use.

6.9.8 Subject to paragraph 6.9.9, the Local Governing Body shall ensure that a copy of:

6.9.8.1 the agenda for every meeting of the Local Governing Body;

6.9.8.2 the draft minutes of every such meeting, if they have been approved by the person acting as chair of that meeting;

6.9.8.3 the signed minutes of every such meeting; and

6.9.8.4 any report, document or other paper considered at any such meeting,

are, as soon as is reasonably practicable, made available at the Academy to persons wishing to inspect them.

6.9.9 There may be excluded from any item required to be made available in pursuance of paragraph 6.9.8, any material relating to:

6.9.9.1 a named teacher or other person employed, or proposed to be employed, at the Academy or the Trust;

6.9.9.2 a named pupil at, or candidate for admission to, the Academy; and

6.9.9.3 any matter which, by reason of its nature, the Local Governing Body is satisfied should remain confidential.

6.9.10 Any member of the Local Governing Body shall be able to participate in meetings of the Local Governing Body by telephone or video conference provided that:

6.9.10.1 he or she has given notice of his intention to do so detailing the telephone number on which he or she can be reached and/or appropriate details of the video conference suite from which he or she shall be taking part at the time of the meeting at least 48 hours before the meeting; and

6.9.10.2 the Local Governing Body has access to the appropriate equipment, and

if after all reasonable efforts it does not prove possible for the person to participate by telephone or video conference the meeting may still proceed with its business provided it is otherwise quorate.

## 6.10 Notices

6.10.1 Any notice to be given to or by any person pursuant to this Scheme of Delegation (other than a notice calling a meeting of the Local Governing Body) shall be in writing or shall be given using electronic communications to an address for the time being notified for that purpose to the person giving the notice. In this Scheme of

Delegation, “address” in relation to electronic communications, includes a number or address used for the purposes of such communications.

- 6.10.2 A notice may be given by the Local Governing Body to its members either personally or by sending it by post in a prepaid envelope addressed to the member at his or her registered address or by leaving it at that address or by giving it using electronic communications to an address for the time being notified to the Local Governing Body by the member. A member whose registered address is not within the United Kingdom and who gives to the Local Governing Body an address within the United Kingdom at which notices may be given to him or her, or an address to which notices may be sent using electronic communications, shall be entitled to have notices given to him or her at that address, but otherwise no such member shall be entitled to receive any notice from the Local Governing Body.
- 6.10.3 A member of the Local Governing Body present, either in person or by proxy, at any meeting of the Local Governing Body shall be deemed to have received notice of the meeting and, where necessary, of the purposes for which it was called.
- 6.10.4 Proof that an envelope containing a notice was properly addressed, prepaid and posted shall be conclusive evidence that the notice was given. Proof that a notice contained in an electronic communication was sent in accordance with guidance issued by the Institute of Chartered Secretaries and Administrators shall be conclusive evidence that the notice was given. A notice shall be deemed to be given at the expiration of 48 hours after the envelope containing it was posted or, in the case of a notice contained in an electronic communication, at the expiration of 48 hours after the time it was sent.

## **APPENDIX 1**

### **THE SCHEME OF DELEGATION OF FINANCIAL POWERS**

**[Academy Name]**

**Scheme of Delegation of Financial Powers**

**Created: Insert Date**

**Approved by Governors:**

**Next Review: Insert Date**

**Signed** \_\_\_\_\_ **Chair of Governors** **Date** \_\_\_\_\_

## Terms of Reference

### **The Governing Body**

The governing body has wide discretion over its use of the Academy Trusts (AT's) funds. It is ultimately responsible for the proper stewardship of those funds and for ensuring economy, efficiency and effectiveness in their use – the three key elements of value for money. It must also ensure that it uses its discretion reasonably, and takes into account any and all relevant guidance on accountability and propriety.

It is specifically responsible for ensuring that the AT's funds are used in accordance with: the law; the governing body's powers under the Funding Agreement (including the articles of association which set out the powers of the AT and its governance arrangements; and the Academies Financial Handbook.

The members of the governing body of the AT should also be aware of the statutory duties of company directors, which are set out in the Companies Act and include the duties to:

- exercise their powers only for a proper purpose;
- promote the academy's success;
- exercise independent judgement;
- exercise care and skill; and
- avoid conflicts of interest.

### **The Finance Committee**

The Finance Committee is a committee of the Governing body. The Finance Committee meets at least once a term but more frequent meetings can be arranged if necessary. The main responsibilities of the Finance Committee include:

- the initial review and authorisation of the annual budget;
- the regular monitoring and scrutiny of the academy management accounts;
- ensuring the annual accounts are produced in accordance with the requirements of the Companies Act 1985 and the EFA guidance issued to academies;
- reviewing and checking details of contracts and purchases;
- authorising the award of contracts and purchases;

- reviewing the reports of the Responsible Officer on the effectiveness of the financial procedures and controls. These reports must also be reported to the full governing body.

### **Accounting Officer**

Within the framework of the academy development plan as approved by the governing body the Executive Director is the Accounting Officer and has overall responsibility for the academy's activities including financial activities. The AT accounting officer is personally responsible to Parliament and to the accounting officer of the EFA for the resources under their control. The essence of the role is a personal responsibility for the propriety and regularity of the public finances for which they are answerable; for the keeping of proper accounts; for prudent and economical administration; for the avoidance of waste and extravagance; for ensuring value for money; and for the efficient and effective use of all the resources in their charge. Essentially accounting officers must be able to assure Parliament and the public of high standards of probity in the management of public funds.

Much of the financial responsibility has been delegated to the Principal and Business Manager but the Executive Director still retains responsibility for:

- approving new staff appointments within the authorised establishment, except for any senior staff posts which the governing body have agreed should be approved by them;
- ensuring the annual accounts are produced in accordance with the requirements of the Companies Act 1985 and the EFA guidance issued to academies;
- completion of the accounting officer's statement on governance, regularity, propriety and compliance for inclusion in the AT's annual report;
- authorising contracts;
- advising the Finance Committee on purchases and;
- signing cheques and authorising BACs payments in conjunction with the bank mandate.

### **The Responsible Officer**

The Responsible Officer (RO) is appointed by the governing body and provides governors with an independent oversight of the academy's financial affairs. The main duties of the RO are to provide the governing body with independent assurance that:

- the financial responsibilities of the governing body are being properly discharged;
- resources are being managed in an efficient, economical and effective manner;
- sound systems of internal financial control are being maintained and
- financial considerations are fully taken into account in reaching decisions.

The Responsible Officer will undertake a termly programme of reviews to ensure that financial transactions have been properly processed and that controls are operating as lay down by the governing body. A report of the findings from each visit will be presented to the Finance Committee.

### Other References

- **Regularity** means the requirement for all items of income and expenditure to be dealt with in accordance with the legislation authorising them, and any applicable delegated authority.
- **Propriety** means the requirement that expenditure and receipts should be dealt with in accordance with Parliament's intentions and the principles of Parliamentary control. This includes standards of conduct, behaviour and corporate governance.
- **Value for money** means the educational and wider societal outcomes achieved in return for the taxpayer resources received. We are all most interested in educational outcomes in return for the money spent but as this is lagged you are able to use more immediate outcomes to demonstrate vfm and cost effectiveness.



## Budgeting and Reporting

Role	Value	Delegated Authority	Method	Review Period
Budget setting process		Executive Director and Principal	Agree academy improvement priorities	Annual
		Academy Principal and Management team	Draft budget plan	Annual
		Executive Director and Principal	Agree budget plan	Annual
		Governing Body	Approve budget plan for submission to the MAT	Annual
		MAT	<p>Approve or reject budget after applying the 2 Golden Rules Tests</p> <p>If the MAT board require the Governing Body to reconsider the budget then the MAT Board must provide a full explanation to the Governing Body of its reasons and the timescales by which an alternative budget should be provided.</p> <p>If the MAT Board has lost confidence in the ability of the Governing Body to set a budget that meets the 2 Golden Rules Tests, it will provide a full written explanation to the Governing Body for its judgement. Under these wholly exceptional circumstances, the MAT Executive Director will take responsibility for recommending a budget plan to the board</p>	Annual

Budget holders responsibilities	As per the individual budgets set	Principal, SLT and other budget holders	Budget monitoring is the responsibility of the budget holder and must not be overspent at any time during the year unless through prior agreement from the appropriate authorisation level.	Monthly
<b>Role</b>	<b>Value</b>	<b>Delegated Authority</b>	<b>Method</b>	<b>Review Period</b>
Monthly Management Accounts		School business manager and Principal in conjunction with Finance Consultants	All transactions to be processed and reconciled by the academies finance staff for the timely checking and production of the monthly management accounts and governors reports as per the Financial Timetable	Monthly
Virements	Up to £10,000	Principal/Executive Director	Must be disclosed to the Finance Committee	As necessary
	Over £10,001	Finance Committee	Must be approved by the Finance committee	As necessary
EFA Reporting		Principal, Executive Director/Accounting Officer in conjunction with REAch Auditors and Financial Consultants	An annual Financial Reporting Timetable will be released by the EFA dates and requirements will be included on this timetable	As necessary to ensure compliance

## Income

Role	Value	Delegated Authority	Method	Review Period
Collection and receipt of cash and cheques	Any	School business manager or delegated administration assistant	Cash must be receipted by the person with delegated authority and recorded in the appropriate ledger. All on site cash and cheques must be locked in the safe until banking	Daily
Sales invoices	Up to £15,000	Business Manager	All sales invoices must be processed through the financial management system, and issued in a timely manner.	As required
	£15,001 to £100,000	As above plus Principal	Principal to authorise the issuing of sales invoices above £15,001, and then as above.	As required
	Over £100,001	Finance Committee	Finance committee to approve the issuing of sales invoices above £100,001, and then as above	As required
Banking of cash and cheques	Any	School business manager or delegated administration assistant	Cash and cheques should be banked on a regular basis and should not be allowed to accumulate above £1,000. Banking should be checked and agreed by another member of staff before being banked and should relate back to receipts issued.	As required

Reconciliation of bank accounts		School business manager or delegated administration assistant or finance consultant	Bank accounts should be reconciled at least on a monthly basis by someone other than the person doing the banking. Bank reconciliations should then be signed dated and filed.	Monthly
Petty Cash		School business manager or delegated administration assistant	Petty cash should be kept in a locked tin and stored in the school safe. Petty cash payments should be kept below £25. Receipts must be provided for any claim. Pre approval from the appropriate budget holder must be obtained before any purchases take place. Period checks should take place by finance consultant or responsible officer	Weekly

## Purchases and Payments

Role	Value	Delegated Authority	Method	Review Period
Purchase orders	Up to £1,000	School business manager and budget holders	Orders should be placed with approved suppliers unless agree otherwise with school business manager. Orders should be written on approved purchase order pro forma and authorised before being processed in the financial management system, and before order is placed with supplier. Approved paper based orders should be entered into the financial management system by someone other than the person who approved the order.	Monthly
	£1,001 to £5,000	Principal, Deputy Principal and school business manager	As above and three quotes must be obtained. These can include both written and verbal.	Monthly
	£5,001 to £10,000	Principal and Deputy Principal	As above however minimum three quotes must be written	Monthly
	£10,001 to £25,000	Principal and Deputy Principal with notification to the MAT	As above however minimum three quotes must be written	Monthly
	Over £25,000	MAT	Formal tendering process, including advertising in OJEU if appropriate	Monthly
Payment by cheque or 3ACs	Up to £20,000	Two signatories required from either of the Principal, Deputy	Individual payments to any supplier to the value of £20,000 need to be signed by two individual in the delegated authority	As necessary

<b>Role</b>	<b>Value</b>	<b>Delegated Authority</b>	<b>Method</b>	<b>Review Period</b>
		Principal or business manager	column. Cheques or payment notifications must be accompanied by authorised supporting documentation	
	£20,001 to £100,000	Two signatories including one from the above list plus the Executive Director	Cheques or payment notification must be accompanied by authorised supporting documentation	As necessary
	Above £100,000	Executive Director and Chief Executive	Cheques or payment notification must be accompanied by authorised supporting documentation	As necessary
Charge Card	Limited to £5k	Principal, business manager and finance consultant	Must be kept in the safe when not in use. All transactions must be supported by a receipt. Orders should be placed only by card holder. Reconciliation should be checked by someone other than the person who places the orders.	Monthly
Standing orders and direct debits	as per limits for cheque of BACs payments	as per limits for cheque of BACs payments	as per limits for cheque of BACs payments	As necessary
Liabilities and Write-Offs	1% of total annual income or £45,000 (whichever is smaller) per single transaction.  Cumulatively, 2.5% of total annual income in any one financial year per category of transaction for any ATs that have not submitted timely, unqualified financial returns for the previous two financial years. This includes new academies that have not had the opportunity to produce two years of financial statements  Cumulatively, 5% of total annual income in any	Principal/Executive Director	Anything above these limits must be approved by Secretary of State through the EFA	Annual

	one financial year per category of transaction for any ATs that have submitted timely, unqualified financial returns for the previous two financial years.			
<b>Role</b>	<b>Value</b>	<b>Delegated Authority</b>	<b>Method</b>	<b>Review Period</b>
Purchase or sale of any freehold property	Any	EFA approval required		Annual
Granting any leasehold or tenancy agreement	Any	EFA approval required		Annual
Taking up any leasehold or tenancy agreement for more than three years	Any	EFA approval required		Annual

## Wages and Salaries

Role	Value	Delegated Authority	Method	Review Period
Appointment of Staff	Up to senior leadership team	Principal		Annual
	Deputy Principal	MAT		Annual
	Principal	REAch2		Annual
Payroll Processing		School business manager and Principal	School business manager to check monthly payroll and make any necessary changes or adjustments. Monthly payroll and any changes must be authorised and signed off on by the Principal. Payroll reports and payments made will be checked and agreed by the finance consultant on a monthly basis.	Monthly
Contracts of employment		School business manager or delegated administration assistant	All employee contracts need to be kept up to-date. Any contract changes need to be authorised by the appropriate authority level as per (Appointment of staff) authority and filed in the staff members file. These contracts will be periodically checked by the responsible officer and the auditors.	As required

One-off Payments (e.g. in settlement of claims, ill health retirements, bonuses and golden handshakes)	Any	Headteacher and Executive Director		
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## Assets

<b>Role</b>	<b>Value</b>	<b>Delegated Authority</b>	<b>Method</b>	<b>Review Period</b>
Fixed asset register	£2,000	Business manager or on-site ICT staff member	All assets to the value of £2,000 either individually or as a group will need to be recorded in the asset register.	Monthly and annually

## APPENDIX 2

### RISK MANAGEMENT REPORTS



## **RISK MANAGEMENT POLICY**

### **Principles**

The Trustees of REAch2 and in turn the Directors on each REAch2 Multi Academy Trust Board (the “ REAch2 Companies”) have overall responsibility and ultimate decision making authority for all the work of the REAch2 Companies, including the establishing and running of schools. This is largely exercised through strategic planning and the setting of policy. It is managed through business planning, monitoring of budgets, performance management, the setting of standards and the implementation of quality management processes. The REAch2 Trust Board and in turn the Directors of each REAch2 MAT have the power to direct change where required.

Following transitional arrangements, the Directors serving on the REAch2 MAT Board have delegated authority for the running of each of its schools to a local governing body (the “Local Governing Body”), which in turn also fulfils a largely strategic role in the conduct of the school, further delegating authority to a principal/headteacher and a senior management team, who are responsible for the internal organisation, management and control of the school on a day to day basis. The responsibilities of the Local Governing Body are set out in a “Scheme of Delegation”, which has been put in place by the MAT Board on the advice of REAch2.

Risk management must prioritise and protect:

- The safeguarding of high quality and effective education of the young people in the schools;
- The reputation and ethos of the REAch2 Companies;
- The common good in terms of the interests of the families in the communities served by the schools and the pupils of the future as well as the collective interests of the family of schools run by the REAch2 Companies;
- The Scheme of Delegation and the balance struck between central management and local responsibility.

### **The responsibility of each Local Governing Body**

It is the responsibility of each Local Governing Body (the governors) to implement, monitor and verify such policies and procedures to facilitate an annual statement of compliance on those risks identified by the MAT Board. The governors should take such steps needed to meet their legal

obligations including the requirements of the Department for Education (or any successor body) as they relate to the operation of the schools. The governors should provide resources to mitigate identified risks and declare any non-compliance to the MAT Board. The governors should commission on a regular basis external verification of internal systems so as to ensure the systems are fit for purpose and compliant with current standards, adopting any advice or policy on such matters issued by REAch2 from time to time.

### **The responsibilities of the MAT Board Directors**

It is the responsibility of the Directors to identify those risks which arise from academy status and membership of a multi academy trust and develop policies and procedures which mitigate these risks (taking account of the principles identified above and the policies issued by REAch2). To mitigate financial risk the Directors will require all academies to use approved banking arrangements, audit arrangements, financial management systems and premises arrangements. Rigorous safeguarding policies are also a requirement for all academies.

Beyond these areas the Directors should identify risks common to all schools, set policy frameworks but seek not to impose specific control mechanisms for these risks as responsibility lies with the individual Local Governing Bodies. The Directors should receive compliance reports from the Local Governing Bodies (and declarations of non-compliance) and develop systems to support (having regard to the principles of subsidiarity and solidarity) individual schools to mitigate risk to the Directors and the REAch2 Companies generally.

### **[Operation of the Risk Management Policy**

The Directors should appoint annually a Risk Management Committee made up of appointed Directors, representatives of the Local Governing Bodies and suitably experienced co-opted members as may be required. The terms of reference should identify that a minimum of two Directors should serve on this committee, with one being present for the committee to be quorate.

It is the duty of this committee to review the termly schedule of self-assessments made by individual academy Local Governing Bodies, consider how to support schools to mitigate identified risks and report to the Directors each term on the risks identified.]

The Appendix to this Policy sets out the risk reports that the schools are required to provide to the Directors to be assessed by the Risk Management Committee.

### **The Nature of the Risks**

- **The safeguarding of those involved in the enterprise**

The Directors and Local Governing Bodies will be required to have safeguarding (including safer recruitment and e-safety) policies which comply with the requirements of the appropriate Safeguarding Board.

- **The employment of those involved in the enterprise**

The Directors and individual academies should have a suite of legally compliant and common personnel policies, supported by advice and insurance.

- **The stewardship of the premises and site and the health, safety and welfare of those who use the site**

The Directors reserve the right to direct individual academies with regard to the insurance of Company property (buildings, land and assets) and to approve and be kept informed of planned capital works. The academy should develop comprehensive health, safety and welfare policies to include systems to monitor compliance with regulation and good practice and to externally assess these at a regular period.

- **The ethos and character of the enterprise and the academic standards attained**

The governors should report to the Directors on any OFSTED or other inspections and reports. Equally the Directors should be informed of trends and actual academic outcomes and other key indicators identified by OFSTED (or any successor body) in order that the Directors may broker support and advice from within (or beyond) the Company to minimise the possibility of the Secretary of State using his reserve powers in relation to one of the schools for which the REAch2 Companies are responsible.

- **The financial integrity of individual academies**

The Directors reserve the right to direct academies to bank with a named bank and to direct academies to use the services of agreed auditors. The Directors reserve the right to have annual agreed budget plans, quarterly budget summaries and annual outturn statements reported to it. Academies will not be permitted to operate deficit budgets without specific approval from the Directors. The governors will agree such policies as required to comply with DfE requirements on the operation of academies, including in relation to the procurement of goods and services. The governors will appoint a suitably experienced “responsible officer” who will oversee the financial integrity of the academy with a particular reference to levels of delegation and the avoidance of over-reliance upon key individuals.

- **The capacity of the Directors and the Local Governing Bodies to discharge their duties**

The Directors and individual Local Governing Bodies will be expected to make an annual self assessment of the skills and experience they require and their capacity to fulfil those requirements. Plans to mitigate deficiencies should be passed to the relevant Local Governing Body and the Directors. All Directors and governors are required to hold an enhanced [Criminal Records Bureau] [DBS] certificate and to make a declaration of interests at the beginning of each meeting. The Company will operate a Conflicts of Interest policy. The Company will ensure that good quality legal advice is available to the Directors, the schools and those responsible for running the schools on a day to day basis.

February 2014

## APPENDIX 3

### REACH2 CONFLICT OF INTEREST POLICY



## CONFLICTS OF INTEREST POLICY

### Why we have a Policy

Trustees of a charity have a legal obligation to act in the best interests of the charity. For the purposes of charity law, the trustees are those people who are responsible for the general control and management of the administration of the charity. REAch2 is a registered charity and each of the multi academy trusts set up by REAch2 are “exempt” charities, the Principal Regulator being the Secretary of State for Education. The trustees of REAch2 and each of the REAch2 multi academy trusts (referred to herein collectively and individually as the context requires as a “REAch2 Company”) are the directors and each of the REAch2 Companies’ governing documents, the respective Articles of Association, explain what the directors must do to avoid situations where there may be a potential conflict of interest. Whilst governors serving on a local governing body of a REAch2 Academy are not considered trustees, they have trustee like duties and are required to act in accordance with this policy as if there were trustees of a REAch2 Company.

Conflicts of interests may arise where an individual's personal or family interests and/or loyalties conflict with those of the REAch2 Company. Such conflicts may create problems; they can:

- inhibit free discussion;
- result in decisions or actions that are not in the interests of the specific REAch2 Company or the organisation more generally; and
- risk the impression that the REAch2 Company has acted improperly.

The aim of this policy is to protect both the organisation and the individuals involved from any appearance of impropriety.

This Policy operates without prejudice to any of the provisions in the relevant REAch2 Company’s Articles of Association relating to conflicts of interest.

### The Declaration of Interests

We are asking directors, governors of any local governing body of any academy and all staff to declare their interests, and any gifts or hospitality received in connection with their role in the REAch2 Company. A declaration of interests form is provided for this purpose, listing the types of interest you should declare. All interests must be notified to the relevant Chair and Clerk.

To be effective, the declaration of interests needs to be updated at least annually and also when any changes occur.

If you are not sure what to declare, or whether/when your declaration needs to be updated, please err on the side of caution. If you would like to discuss this issue, please contact the REAch2 Head of HR and Governance, Rebecca McKenzie-Young for confidential guidance.

This register of interests shall also be used to record all gifts of a value over £50 received by the directors, governors and staff.

Interests and gifts will be recorded on the REAch2 Company's register of interests, which will be maintained by the Clerk.

### **Data Protection**

The information provided will be processed in accordance with data protection principles as set out in the Data Protection Act 1998. Data will be processed only to ensure that directors, governors and all staff act in the best interests of the REAch2 Company. The information provided will not be used for any other purpose.

### **What to do if you face a Conflict of Interest**

If you have a direct or indirect interest in:

- a) a proposed transaction with the REAch2 Company; or
- b) any transaction or arrangement entered into by the REAch2 Company which has not previously been disclosed;

you must disclose the nature and extent of that interest, whether or not you receive any actual benefit as a consequence of the interest. You may have an indirect interest in a matter if a family member or friend has an interest in the matter. You may also have a conflict of loyalty and this should be treated in the same way as a conflict of interest. A mere appointment of a person by another organisation should not in itself be a conflict of loyalty but care should be taken to ensure there is no abuse of process and/or excessive control exercised.

As good practice every director and governor should declare any private interest which he or she has in an item to be discussed at the beginning of every meeting, and certainly before any discussion of the item itself.

You should not be involved in decisions in which it is possible that a conflict will arise. You should declare your interest at the earliest opportunity and withdraw from any subsequent discussion.

If you fail to declare an interest that is known to the Clerk and/or the Chair, the Clerk or Chair will declare that interest.

### **Decisions taken where a Director, Governor or Staff Member has an Interest**

In the event of the board having to decide upon a question in which a director, governor or member of staff has an interest because of a duty or loyalty (however indirect) that they owe to another organisation, they will do so by vote, with a simple majority required. The conflicted individual may be present when the matter is discussed but must not take part in the discussion or vote on any matter relating to the discussion and a quorum must otherwise be present for the discussion and decision.

All decisions made where there has been a declared conflict of interest will be recorded by the Clerk and reported in the minutes of the meeting. The report will record:

- the nature and extent of the conflict;
- an outline of the discussion;
- the actions taken to manage the conflict.

Where a director benefits from the decision, this will be reported in the annual report and accounts in accordance with the current Charities SORP unless otherwise recognised in this Conflicts of Interest policy.

All payments or benefits in kind to directors will be reported in the Company's accounts and annual report, with amounts for each director listed for the year in question.

Where a member of the REAch2 Company's staff are connected to a party involved in the supply of a service or product to the REAch2 Company, this information will also be fully disclosed in the annual report and accounts again unless otherwise recognised in this Conflicts of Interest policy.

Independent external moderation will be used where conflicts cannot be resolved through the usual procedures.

### **Managing Contracts**

If you have a conflict of interest, you must not be involved in managing or monitoring a contract or transaction in which you have an interest. Monitoring arrangements for such contracts will include provisions for an independent challenge of bills and invoices, and termination of the contract if the relationship is unsatisfactory. An independent review of a contract might also be undertaken and any arrangements which affect the wider REAch2 organisation will be reviewed across the organisation which will assist those considering the contract for its appropriateness and ensuring individuals are not exposed to a conflict of interest.

### **Notified Conflicts of Interest**

Without prejudice to any of the obligations on individuals as expressed in this Policy, the directors and governors have identified the following as matters where relevant individuals will have an interest in the matter and such interest has not been expressly authorised in the Articles of Association but is considered to be a matter which is in the best interest of the REAch2 Company and is authorised provided the principles of this policy are observed (particularly in relation to discussions, decisions and management of the matter):

- The provision of support by REAch2 or any REAch2 Company to any other REAch2 Company or any individual REAch2 Academy, acknowledging the collective corporate responsibility for such matters, and where costs are to be reimbursed for such support this is on a reimbursement basis only. Appointments made by REAch2 of individuals serving as directors of a REAch2 Company or governors of a REAch2 Academy will not create a conflict of interest in relation to any matters affecting the organisation as a whole, including the implementation of policies and advice and the following of directions issued by any REAch2 Company.
- The provision of services by REAch2 Inspiration which has been established as an in house trading arm of REAch2, acknowledging each REAch2 Company's joint ownership of REAch2 Inspiration.

Adopted 1<sup>st</sup> September 2014

For further information and advice, please contact either the Chair or:

Rebecca McKenzie-Young  
Head of HR and Governance  
REAch2  
[becky@reach2.org](mailto:becky@reach2.org)

## APPENDIX 4

### TERMS OF REFERENCE FOR THE REACH2 MAT BOARDS



## **TERMS OF REFERENCE FOR THE MAT BOARD (“THE MAT BOARD”)**

**EFFECTIVE DATE [ ]**

### **PURPOSE**

With the support and subject to the guidance of REAch2, the Directors of the REAch2 Multi Academy Trust (“MAT”) have overall responsibility and ultimate decision making authority for all the work of the Trust, including the establishing and running of schools, but have delegated the governance responsibility to local governing bodies, who will support the work of REAch2 and the MAT and promote the success of the Academies. Executive responsibility has been delegated to the Executive Principal appointed by REAch2 who shall serve on the MAT Board in an ex officio capacity. The Executive Principal will be supported by the Principal/Headteacher and the leadership teams in each of the Academies. The role and responsibilities of the Directors and those serving on a local governing body are set out in the REAch2 Scheme of Delegation.

The Directors fulfil their responsibilities through strategic planning as well as taking responsibility for the oversight and management of risk, taking account of policies set by REAch2 and working within the guidelines prescribed by REAch2 for all REAch2 MATs and the Academies. The Directors have the power to direct change where required. The Directors must act independently and in the best interest of the MAT even if those interests conflict with those of the body or organisation that might have appointed or nominated such persons to serve on the MAT Board. The Directors are accountable to REAch2 and the Secretary of State for Education and to the communities that are served by the Academies. The MAT Board shall meet at least twice a term.

### **MEMBERSHIP**

The composition and powers of the MAT Board are (subject to charity and company law) determined by the MAT Articles of Association and in any conflict between these Terms of Reference and the Articles, the Articles shall prevail. Board members must be able to demonstrate an understanding of the ethos and values of REAch2 and the MAT and a commitment to fulfilling the REAch2’s mission and objectives for the Academies, utilising their own experiences and drawing on specialist skills where required. In addition to the Executive Principal, serving on the MAT Board shall be representatives of REAch2, the Chairs of the Local Governing Bodies and the Principals/Headteachers of the Academies as well as other Directors appointed by either by the MAT Board itself or by REAch2 (with the latter being in the majority). The Chair of the MAT Board shall be chosen from amongst those appointed by REAch2.

### **REVIEW**

In accordance with best practice, the MAT Board will carry out a regular review of the skills and experience available and will seek to develop additional capacity and skills where required. Except in relation to posts held in an ex officio capacity and otherwise only in exceptional circumstances and with the approval of REAch2, Directors will not seek reappointment beyond the usual 3 terms of office, a standard term of office being 4 years.

<b>Responsibility / Delegated Authority</b>	<b>Assessment</b>
<b>Ethos and vision</b>	
Support the actions of REAch2 in developing and sustaining a clear educational vision, ethos and direction for the MAT Board and the Academies, which promotes learning and the moral, social and cultural development of pupils.	
Assist with the communication of the REAch2 vision within the MAT, reinforcing the common identity as REAch2 academies and the shared values as a family of REAch2 Trusts and REAch2 schools.	
Establish systems and procedures which recognise and prioritise collaborative working within the REAch2 network where possible, appointing one Director as the link between all the academies within the MAT whose primary responsibility will be to develop opportunities where the academies can work together, sharing resources and learning from each others' experiences.	
Support REAch2 in the formulation of policies and practices which reinforce REAch2's overall vision and aims as well as recognise the uniqueness of all academies and the contribution each makes to the REAch2 collective and to the community.	
<b>Strategic Leadership and External Partnerships</b>	
Provide challenge and support to the Executive Principal and the Local Governing Bodies, appointing individuals as appropriate.	
Consider strategic threats and opportunities in relation to the Academies, assessing the impact on premises, curriculum, resources and admissions. No expansion or contraction of any Academy will be permitted without the MAT Board's consent.	
Be responsible for the long term strategy of the MAT and each Academy, ensuring the MAT's strategic plan is robust, accountable and promotes outstanding teaching and learning as well as being consistent with the values of REAch2.	
Intervene in the management of an Academy where necessary, drawing on the support from REAch2.	
Subject to guidance issued by REAch2, commission services from REAch2 Inspiration Limited, the in house service provider, as required by the MAT and/or any of the Academies, identifying cost savings of working collaboratively and assessing and reporting on the delivery of those services to the REAch2 Executive Team.	
<b>Finance and Risk Management</b>	
Ensure that at all times any funds held by the MAT are safeguarded, recognising the duties on the Directors as trustees of charitable assets and as recipients of public money.	
Monitor, review and where appropriate approve of the budget of the MAT, including budgets set aside for central and shared costs as well as	

<b>Responsibility / Delegated Authority</b>	<b>Assessment</b>
budgets delegated to individual Academies, noting the significance of reserves and contingencies and acknowledging the cost of the support provided by REAch2.	
Establish and oversee appropriate processes for the identification and management of financial and other risks within the Academies and in respect of the MAT more widely, reporting to the REAch2 Trust Board as required by REAch2.	
<b>Curriculum and Standards</b>	
Agree priorities and standards to be met in all Academies, having regard to the priorities and standards set by REAch2 across the network.	
<b>Staff</b>	
Ensure the implementation of the HR policies adopted by REAch2.	
In conjunction with REAch2, appoint the Executive Principal and the Principals/Headteachers of the Academies, managing and supporting their performance with the assistance of the Executive Principal in relation to the Principals/Headteachers.	
Monitor the standards of teaching and learning in each of the Academies, ensuring that proper standards of professional performance are established and maintained.	
Review any disciplinary action or grievance made by or in respect of the Principal/Headteacher and other members of an Academy's leadership team, hearing any appeals from affected member of staff.	
Facilitate discussion with staff representative bodies, including the unions, at both REAch2 level and within the Academies.	
<b>Premises</b>	
Working with REAch2, develop a strategic plan for the management and maintenance of the physical resources available to the Academies, disposals and acquisitions will be decisions of the MAT Board in consultation with REAch2.	
Where appropriate raise funds, approving of grant applications put forward by the Executive Principal and/or the Local Governing Bodies.	
<b>Delegation</b>	
The MAT Board may delegate any powers and responsibilities to the Executive Principal and any other executive officer or team or to the Principals/Headteachers, Local Governing Bodies or any committee established to fulfil and support the responsibilities of the MAT Board. The MAT Board will fulfil its duties set out in the REAch2 Scheme of Delegation (as appropriate) and will act in accordance with it.	

<b>Responsibility / Delegated Authority</b>	<b>Assessment</b>

## APPENDIX 5

### TERMS OF REFERENCE FOR THE TRANSITION BOARD



## **TERMS OF REFERENCE FOR THE TRANSITION BOARD (“the Transition Board”)**

**[NAME OF ACADEMY] (the “Academy”)**

**EFFECTIVE DATE [ ] REVIEW DATE [ ]**

### **PURPOSE**

The Transition Board’s primary role is to support the transition of the School from a maintained school to becoming a REACH2 Academy and to facilitate the establishment of a Local Governing Body to whom delegated responsibility can be given. The Transition Board will have been established by REACH2 and may have been appointed before the School joined the REACH2 network in order to support the conversion of the School to becoming an academy. The Transition Board shall meet at least twice a term, more if necessary.

The Transition Board will ensure that the Strategic Plan for the Academy is being implemented and will advise on the development and review of the Plan, looking at four key areas of action; leadership & governance, teaching & learning, facilities & resources and finance. The Transition Board’s primary focus is achieving continuing school improvement and if appropriate the rapid turnaround of the Academy. The Transition Board will report to the REACH2 Multi Academy Trust (MAT) board and to the REACH2 Executive Team on progress, recommending further action as necessary. The Transition Board is accountable for the progress of the Academy to the REACH2 MAT Board.

### **MEMBERSHIP**

Members of the Transition Board have been drawn from the local community and have been appointed by REACH2, who will ensure the members have both the capacity and skills to work intensively within the Academy, providing support and challenge to the Academy’s staff and building on existing links with the community. Board members must be able to demonstrate an understanding of the ethos and values of REACH2 and a commitment to fulfilling REACH2’s mission and objectives for the Academy, drawing on specialist skills where required. Whilst there is no limit on the numbers expected to serve on the Board, in most cases it is not anticipated that there will be more than 3 initially, one of whom will be the MAT Executive Principal. The Chair of the Transition Board will be determined by the REACH2 MAT Executive Principal.

### **REVIEW**

Operating with a Transition Board is not intended to be a long term arrangement and a target date has been identified for the review of the arrangement. This will be determined by the REACH2 Executive Principal and reviewed as necessary. Any initial period will not be greater than 12 months.

<b>Responsibility / Delegated Authority</b>	<b>Assessment</b>
<b>Ethos and vision</b>	
Support the actions of REAch2 and the REAch2 MAT Board in developing and sustaining a clear educational vision, ethos and direction for REAch2 and the Academy, which promotes learning and the moral, social and cultural development of pupils.	
Assist with the communication of the REAch2 vision within the Academy's community, reinforcing the Academy's identity as a school within the family of REAch2 schools.	
Establish systems and procedures in the Academy which recognise and prioritise collaborative working within the REAch2 network where possible.	
Support REAch2 and the REAch2 MAT Board in the formulation of policies and practices which reinforce REAch2's overall vision and aims as well as recognise the uniqueness of the Academy and the contribution it makes to the REAch2 collective and to the community.	
<b>Compliance and Leadership</b>	
Take the lead in the development of a strategic plan for the Academy which is consistent with REAch2's overall strategic objectives and identifies appropriate priorities for the Academy, targets for improvement and specific actions to be taken.	
Advise and report to REAch2 and the REAch2 MAT Board on the implementation of the strategic plan, identifying any financial, educational and organisational threats and weaknesses as well as opportunities for growth and improvement.	
Support the leadership team within the Academy, ensuring that there is sufficient challenge and feedback so that continuous improvements can be made and preparing the leadership team and governors for the transition to full delegated responsibility.	
Have regard to the public sector equality duty in the performance of any duty.	
Act in accordance with the terms of the REAch2 MAT Master and Supplemental Funding Agreements, the REAch2 MAT's Articles of Association and the current EFA Academy Financial Handbook in the performance of any duty.	
Ensure that at all times the Academy is meeting any legal requirements and duties.	
<b>Establishing the Local Governing Body</b>	
Establish a full governing body for the Academy, acknowledging the dissolution of the previous governing body and working with those who had been governors to understand the expectations that REAch2 has for those serving on local governing bodies.	

<b>Responsibility / Delegated Authority</b>	<b>Assessment</b>
Assess the available skills and capacity of those willing to form a new REAch2 governing body for the Academy, explaining the role of governors by reference to the REAch2 Scheme of Delegation and the REAch2 Governor Core Competencies and emphasising the importance of working as a family REAch2 Academies which supports and promotes each other.	
Encourage and facilitate the coming forward of individuals who can serve on a full governing body, supporting the training of potential governors and leaders as appropriate and ensuring there is sufficient diversity of skills, appropriate experience and capacity to provide meaningful support to the Academy's leadership team.	
Report to the REAch2 MAT Executive Principal on the progress for establishing the local governing body, advising on the governor skills and capacity audit undertaken and the timescale for concluding the establishment of the local governing body.	
Recommend to REAch2 suitable candidates for the appointment of the REAch2 governors, including suitable candidates for the position of Chair of the Local Governing Body who must be approved by REAch2, and facilitate the election of the parent and staff governors.	
<b>Finance and Risk Management</b>	
Ensure that at all times any funds delegated to the Academy or otherwise held on behalf of the Academy are safeguarded, having regard to the duty of the REAch2 MAT Directors as trustees of charitable assets and as recipients of public money.	
Monitor, review and control the budget, expenditure and income of the Academy, acknowledging any amounts to be set aside for central costs and reserves, contributing to any discussions initiated either by the REAch2 MAT Board or the REAch2 executive team in relation to the budget of the Academy and the appropriate use of all funds available to the Academy.	
Support and introduce the systems of financial and risk reporting in respect of the Academy to REAch2 and the REAch2 MAT Directors, reporting as required (including to any internal audit committee or to the external auditors) highlighting any specific risks which might jeopardise the fulfilment of the strategic plan for the Academy.	
Implement any REAch2 policy for the approval and signing of contracts, ensuring all contracts to be entered into by the Academy are appropriate, have been authorised (or are within delegated authority) and do not expose either REAch2, the REAch2 MAT or the Academy to undue risk.	
<b>Curriculum and Standards</b>	
Advise REAch2 and the REAch2 MAT Board on the development of a curriculum which meets the Academy's specific needs and has regard to:	

<b>Responsibility / Delegated Authority</b>	<b>Assessment</b>
<ul style="list-style-type: none"> <li>• any nationally recognised curriculum</li> <li>• the obligation to provide religious education, sex education and physical education</li> <li>• special educational needs</li> <li>• national testing and attainment targets, and</li> <li>• any teaching objectives and priorities adopted by REAch2 and the REAch2 MAT Board for all Academies.</li> </ul>	
<p>Advise and report to REAch2 and the REAch2 MAT Board on the targets for relevant Key Stages in the Academy, supporting the leadership team in the Academy on action to be taken to maximise attainment and pupil progress and advising on the transition by pupils from one key stage to the next supporting the development of a personalised learning plan for each pupil.</p>	
<p>Carry out regular reviews of the standards of teaching and learning in the Academy and agree with the leadership team specific actions to be taken to address areas of weakness, facilitating the sharing of best practice and the development of a training programme for staff which draws on the strengths of the Academy and secures additional resources which meet needs.</p>	
<b>Admissions, Pupil Behaviour and Attendance</b>	
<p>Advise the REAch2 MAT Board on the Academy's admissions policy, ensuring this is consistent with any REAch2 policy on the same including in so far as it addresses appeals against admissions.</p>	
<p>Formulate and implement a pupil behaviour policy in accordance with guidance produced by the Department for Education and as advised by REAch2.</p>	
<p>Consider (rejecting or affirming as appropriate) any decision of the Principal/Headteacher to exclude a pupil, reconsidering any decision to exclude if required to do so by any independent appeal panel established by the REAch2 MAT Board to hear appeals against exclusions.</p>	
<b>Staff Recruitment</b>	
<p>In conjunction with REAch2 and the REAch2 MAT Board (but having regard to the advice of the Academy's leadership team), develop a staffing structure for the Academy, identifying the number of staff required to be employed at the Academy, the levels of the posts and the role responsibilities of all staff employed and supporting, where appropriate, the sharing of resources between the REAch2 Academies.</p>	

<b>Responsibility / Delegated Authority</b>	<b>Assessment</b>
Ensure the implementation of the HR policies adopted by REAch2.	
Having regard to any advice of the REAch2 executive team and on the instruction of the REAch2 Executive Principal, appoint all new staff to work in the Academy, establishing an appointments committee in respect of the appointment of a Principal/Headteacher and such other key leadership appointments as advised by the REAch2 MAT Directors which includes representatives of REAch2 and the REAch2 MAT Board (the latter as deemed appropriate).	
<b>Staff Appraisal and Performance Management</b>	
Evaluate the standards of teaching and learning in the Academy and ensure that proper standards of professional performance are established and maintained.	
Implement any pay policy and performance management policy for all teaching and non-teaching staff employed at the Academy put in place by REAch2 and/or the REAch2 MAT Board, ensuring all affected staff of the Academy are kept informed and consulted as necessary.	
Implement any written policy for the appraisal of all teaching and non-teaching staff who work in the Academy put in place by REAch2 and/or the REAch2 MAT Board, having regard to the objectives of the Academy's strategic plan and ensuring all staff of the Academy are kept informed and consulted as necessary.	
Carry out the performance management and appraisal of the Principal/Headteacher, any deputies and other key leadership appointments in the Academy, supporting the Academy's leadership team in the performance management of all other staff and advising the REAch2 MAT Board of any areas of weakness or where additional support and/or training is required.	
Advise REAch2 and the REAch2 MAT Board on an appropriate programme for the training and professional development of all staff in the Academy, supporting and working with any REAch2 programme for the development of Principals/Headteachers and other key leadership appointments.	
Implement any written policy for staff disciplinary and grievance procedures put in place by REAch2 and the REAch2 MAT Board and where appropriate advise on and support the Academy's leadership team on the implementation of the same.	
Undertake any disciplinary procedure and hear any grievance made by or in respect of the Principal/Headteacher and other members of the Academy's leadership team, reporting to the REAch2 MAT Board and noting an affected member of staff's right of appeal to the REAch2 MAT Board.	

<b>Responsibility / Delegated Authority</b>	<b>Assessment</b>
Facilitate discussion with staff representative bodies, including the unions, at both REAch2 MAT Board level and within the Academy.	
<b>Premises And Resources</b>	
Formulate, implement and keep under review a policy for health and safety at the Academy, having regard to any advice issued by REAch2 from time to time.	
Provide such advice and information as may be required to enable the REAch2 MAT Board to take out and review the level of insurance cover for the Academy and at the request of the REAch2 MAT Board undertake appropriate and regular risk assessments.	
Advise and report to the REAch2 MAT Board on any estate management strategy for the premises and facilities used by the Academy, identifying any planned maintenance and any need for substantial works to meet the strategic aims of the Academy, including considering the availability of funding or the need to secure funding.	
No significant capital works will be undertaken or commissioned by the Transition Board without the express written consent of the REAch2 MAT Board.	
Ensure any works to the premises are carried out by appropriately qualified workmen, notifying the REAch2 MAT's insurers as appropriate.	
Ensure any use of premises or facilities for community or income generating purposes are carried out in compliance with any policy issued by the REAch2 MAT Board in relation to such matters (including any prepared on the advice of the REAch2 accountants) and keeping a separate account of any income received so that this can be identified separately in the Academy's accounts.	
<b>Delegation</b>	
The Transition Board may delegate any powers and responsibilities to the Principal/Headteacher of the Academy, subject to any requirements of REAch2. The Transition Board will ensure the gradual transfer of responsibility to the Principal/Headteacher, the leadership team and the full governing body is done sensitively to help successfully deliver the Academy's long term strategic plan.	

## APPENDIX 6

### TERMS OF REFERENCE FOR AN INTERVENTION BOARD



## **TERMS OF REFERENCE FOR AN INTERVENTION BOARD (“the Intervention Board”)**

**[NAME OF ACADEMY] (the “Academy”)**

**EFFECTIVE DATE [ ] REVIEW DATE [ ]**

### **PURPOSE**

The Intervention Board has been established by the REAch2 Trust Board to secure the rapid turnaround of the Academy. Whilst the Intervention Board is in place, the Scheme of Delegation for the Local Governing Body shall be suspended. The Intervention Board shall meet at least twice a term, more if necessary and shall report directly to the REAch2 Trust Board, who will be supported by the REAch2 Leadership and Executive Teams and the relevant REAch2 MAT Executive Principal. Additional reporting may also be necessary to the Department for Education if any warning notices have been served under the Supplemental Funding Agreement.

The Intervention Board will ensure that the Action Plan for the Academy is being implemented and will advise on the development and review of the Plan, focussing on 5 key areas of action; leadership & governance, standards & school improvement, teaching & learning, facilities & resources and finance.

### **MEMBERSHIP**

Members of the Intervention Board will have been appointed by the REAch2 Trust Board on the recommendation of REAch2 Chief Executive Officer, who will ensure the members have both the capacity and skills to work intensively within the Academy, providing support and challenge to the Academy’s staff and building on existing links with the community. Board members must be able to demonstrate an understanding of the ethos and values of REAch2 and a commitment to fulfilling REAch2’s mission and objectives for the Academy, drawing on specialist skills where required. Whilst there is no limit on the size of the Intervention Board, it is not anticipated that there will be more than 3 members, one of whom will be appointed by the Chief Executive Officer, and who will chair all meetings. Others, such as the Executive Principal and the Headteacher/Principal or Principal Designate may be asked to sit on the Intervention Board in an advisory capacity.

### **REVIEW**

Operating with an Intervention Board is not intended to be a long term arrangement and a target date has been identified for the review of the arrangement. Any initial period is not intended to be greater than 12 months.

Responsibility / Delegated Authority	Assessment
<b>Ethos and vision</b>	
Support the actions of the REAch2 Trust Board in developing and sustaining a clear educational vision, ethos and direction for the Academy which is consistent with the vision and values of REAch2, acknowledging at the same time the uniqueness of the Academy and the contribution it makes to the REAch2 community of schools and the wider community.	
Assist with the communication of the REAch2 vision within the Academy's community, reinforcing the Academy's identity as a school within the family of REAch2 schools.	
<b>Leadership, Governance and Compliance</b>	
Take the lead in the development of a 12 month Action Plan for the Academy which is consistent with REAch2's overall strategic objectives and identifies appropriate priorities for the Academy as well as the targets for improvement and specific actions to be taken. The Action Plan will be consistent with any locally established priorities agreed by the relevant REAch2 MAT Board.	
Advise and report to the REAch2 Leadership and Executive Teams on the implementation of the Action Plan, identifying any further financial, educational and organisational threats and weaknesses as well as opportunities for growth and improvement.	
Review the performance of the Academy's senior leadership team, implementing any necessary staffing changes and supporting the Executive Principal who will directly line manage the Principal or Principal Designate.	
Review and if necessary establish systems and procedures in the Academy which prioritise continuous school improvement, provide for sufficient challenge and feedback and enable support to be accessed from the Leadership and Executive Teams where available.	
Promote the re-establishment in due course of the Local Governing Body for the Academy, carrying out a skills and capacity audit of governors and advising the Leadership and Executive Teams of any shortages and governor training needs.	
Encourage and facilitate the coming forward of individuals who can serve on the Local Governing Body, supporting the training of governors and leaders as appropriate and ensuring there is sufficient diversity of skills, appropriate experience and capacity to provide meaningful support to the Academy's leadership team (whilst reporting directly to the REAch2 Trust Board).	
Have regard to the public sector equality duty in the performance of any duty.	
Act in accordance with the terms of the REAch2 MAT Master and Supplemental Funding Agreements, the REAch2 MAT Articles of Association and the current EFA Academy Financial Handbook in the performance of any duty.	

<b>Responsibility / Delegated Authority</b>	<b>Assessment</b>
Ensure that at all times the Academy is meeting any legal requirements and duties.	
<b>Finance and Risk Management</b>	
Ensure that at all times any funds delegated to the Academy or otherwise held on behalf of the Academy are safeguarded, having regard to the duty of the REAch2 Directors as trustees of charitable assets and as recipients of public money.	
Review and set the budget, identifying all expenditure and income of the Academy, acknowledging any amounts to be set aside for TKAT central costs and reserves and contributing to any discussions initiated either by the REAch2 MAT Board or the Leadership and Executive Teams in relation to the budget of the Academy and the appropriate use of all funds available to the Academy.	
Implement and introduce (if necessary) the systems of financial and risk reporting in respect of the Academy that are required by the REAch2 Trust Board, reporting as required (including to any internal audit committee or to the external auditors) and highlighting any specific risks which might jeopardise the fulfilment of the Action Plan for the Academy.	
Implement any REAch2 policy for the approval and signing of contracts (including the REAch2 Financial Procedures Policy, ensuring that all contracts to be entered into by the Academy are appropriate, have been authorised (or are within delegated authority) and do not expose either REAch2, the REAch2 MAT or the Academy to undue risk.	
<b>Standards and School Improvement</b>	
Carry out an immediate review of the standards of teaching and learning in the Academy and agree with the REAch2 Chief Executive Officer and the relevant Executive Principal in line with the Action Plan the specific actions to be taken to address areas of weakness, working with the Academy's leadership team and facilitating the sharing of best practice with other REAch2 Academies. These will be formalised in the Action Plan.	
<p>Review the current curriculum and advise the Leadership and Executive Teams and the REAch2 Trust Board on any changes to be made to the curriculum so that it meets the Academy's specific needs (and the priorities identified in the Action Plan) and has regard to:</p> <ul style="list-style-type: none"> <li>• any nationally recognised curriculum</li> <li>• the obligation to provide religious education, sex education and physical education</li> <li>• special educational needs</li> <li>• national testing and attainment targets, and</li> </ul>	

Responsibility / Delegated Authority	Assessment
<ul style="list-style-type: none"> <li>any teaching objectives and priorities adopted by the relevant REAch2 MAT Board and the REAch2 Trust Board for all Academies.</li> </ul>	
<p>Report to the relevant Executive Principal and the REAch2 Trust Board on the targets for the relevant Key Stages, identifying any threats to the attainment of targets and advising on steps being taken to address poor performance measured against such targets, facilitating any intensive work required to improve immediate prospects.</p>	
<b>Staffing</b>	
<p>In agreement with the REAch2 Chief Executive Officer and the relevant Executive Principal (but having regard to the advice of the Academy's leadership team where appropriate), review the current staffing structure for the Academy, identifying:</p> <ul style="list-style-type: none"> <li>the optimum number of staff required to be employed at the Academy</li> <li>the levels of the posts required</li> <li>the role responsibilities of all staff currently employed</li> <li>any changes to be made in the staffing structure, and/or</li> <li>any training needed to support the teaching and learning priorities.</li> </ul>	
<p>Implement the staffing structure agreed with the REAch2 Chief Executive Officer, advising on the timescale and risks attached to achieving the required outcomes and otherwise, appointing all new staff to work in the Academy and supporting the Academy's leadership team in the ongoing review of the performance of all existing staff to ensure that proper standards of professional performance are established and maintained.</p>	
<p>Any appointment of the Principal shall be undertaken by the REAch2 Chief Executive Officer, in consultation with the Intervention Board.</p>	
<p>Ensure the implementation of the HR policies adopted by the REAch2 Trust Board, including recruitment and restructuring, new pay and performance management policies put in place by the REAch2 Trust Board for all teaching and non-teaching staff employed at the Academy, ensuring all affected staff of the Academy are kept informed and consulted as necessary.</p>	
<p>Implement any written policy put in place by the REAch2 Trust Board for the appraisal of all teaching and non-teaching staff who work in the Academy, having regard to the objectives of the Academy's Action Plan and the need to secure rapid improvement and ensuring all staff of the Academy are kept informed and consulted as necessary.</p>	

<b>Responsibility / Delegated Authority</b>	<b>Assessment</b>
In conjunction with the relevant Executive Principal, carry out the performance management and appraisal of the Principal/Head of School, any deputies and other key leadership appointments in the Academy, supporting the Academy's leadership team in the performance management and appraisal of all other staff and advising the Leadership and Executive Teams of any ongoing areas of weakness or concern or where additional support and/or training is required.	
Advise the Leadership and Executive Teams and the REAch2 Trust Board on an appropriate programme for the training and professional development of all staff in the Academy, supporting and working with any overall REAch2 programme for the development of the Principals/Executive Principals/Heads of School and other key leadership appointments.	
Implement any written policy for staff disciplinary and grievance procedures put in place by the REAch2 Trust Board and, where appropriate, advise on and support the Academy's leadership team on the implementation of the same.	
In conjunction with the relevant Executive Principal, undertake any disciplinary or grievance procedure for the Principal/Head of School and other members of the Academy's leadership team, reporting to the REAch2 Chief Executive Officer and noting any right of appeal to the REAch2 Trust Board.	
Facilitate discussion with staff representative bodies, including the unions, at both REAch2 Trust Board level and within the Academy.	
<b>Premises And Resources</b>	
Formulate, implement and keep under review a policy for safeguarding and health and safety at the Academy, having regard to any advice issued by the Leadership and Executive Teams from time to time.	
Provide such advice and information as may be required from time to time to enable the REAch2 Trust Board to take out and review the level of insurance cover for the Academy and, at the request of the Leadership and Executive Teams, undertake appropriate and regular risk assessments.	
Advise and report to the Leadership and Executive Teams on any estate management strategy for the premises and facilities used by the Academy, identifying any planned maintenance and any need for substantial works to meet the strategic aims of the Academy, including considering the availability of funding or the need to secure funding. No significant capital works will be undertaken or commissioned by the Intervention Board without the express written consent of the Leadership and Executive Teams and the REAch2 Trust Board.	
Ensure any works to the school premises are carried out by appropriately qualified workmen, notifying the REAch2 insurers as appropriate.	

<b>Responsibility / Delegated Authority</b>	<b>Assessment</b>
Ensure any use of the school premises or facilities for community or income generating purposes are carried out in compliance with any policy issued by the REAch2 Trust Board in relation to such matters (including any prepared on the advice of the REAch2 accountants) and keeping a separate account of any income received so that this can be identified separately in the Academy's accounts.	
<b>Delegation</b>	
The Intervention Board may delegate any powers and responsibilities to the Principal/Head of School of the Academy, subject to any requirements of the REAch2 Trust Board or advice given by the relevant REAch2 MAT Board. The Intervention Board will ensure the eventual gradual transfer of responsibility to the Principal/Head of School, the Academy's leadership team and the Local Governing Body is done sensitively to help successfully deliver the Academy's long term strategic plan.	

## APPENDIX 7

### FINANCIAL PROCEDURES POLICY



# “” Primary Academy

## FINANCIAL PROCEDURES POLICY

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**Created: Insert Date**  
**Approved by Governors:**  
**Next Review: Insert Date**

**Signed** \_\_\_\_\_ **Chair of Governors**    **Date** \_\_\_\_\_

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## 1. Introduction

The purpose of this manual is to ensure that the academy maintains and develops systems of financial control which conform to the requirements of propriety, efficiency and regularity. It is essential that these systems operate properly to meet the requirements of the Funding Agreement with the Education Funding Agency (EFA).

The academy must comply with the principles of financial control outlined in the Academies Financial Handbook published by the EFA. This manual expands on that and provides detailed information on the academy's accounting procedures and system and should be read by all staff involved with financial systems in conjunction with the Scheme of Delegation of Financial Powers.

## 2. Register of Interests

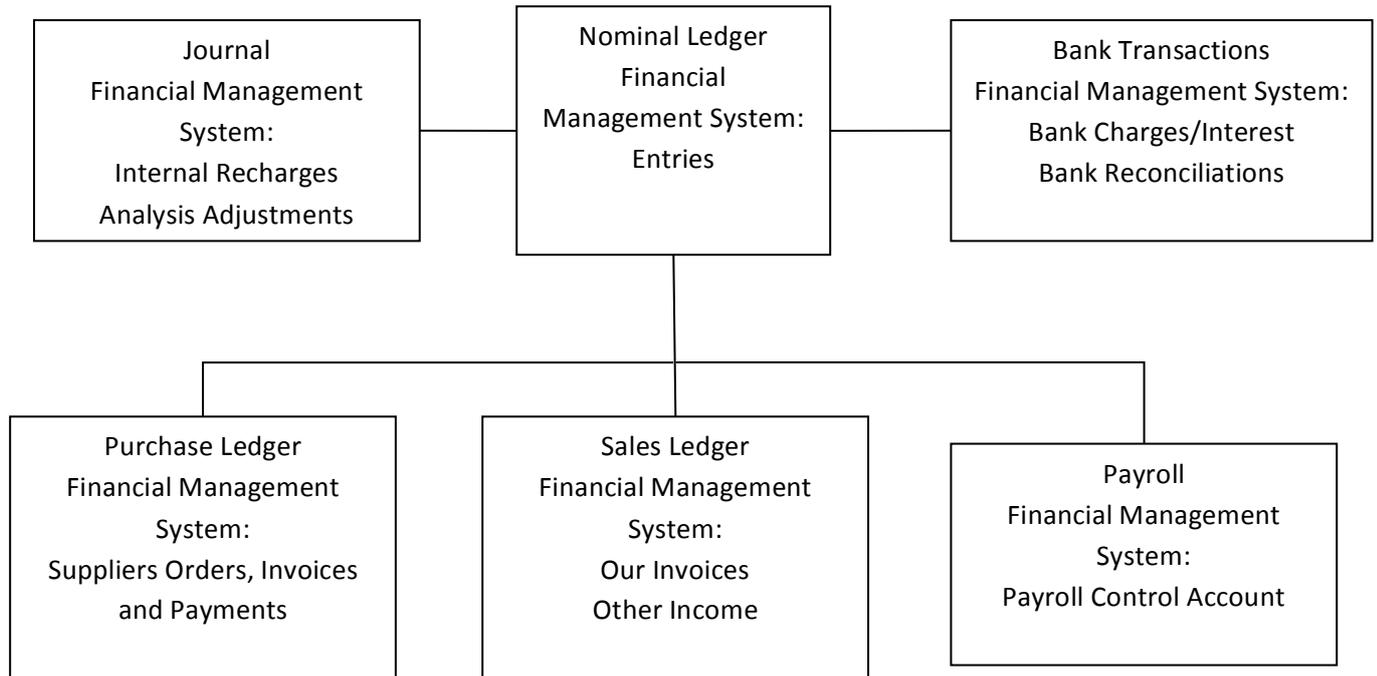
It is important for anyone involved in spending public money to demonstrate that they do not benefit personally from the decisions they make. To avoid any misunderstanding that might arise all academy governors and staff with significant financial or spending powers are required to declare any financial interests they have in companies or individuals from whom the academy may purchase goods or services. The register is open to public inspection.

The register should include all business interests such as directorships, share holdings or other appointments of influence within any business or organisation which may have dealings with the academy. The disclosures should also include business interests of relatives such as a parent or spouse or business partner where influence could be exerted over a governor or a member of staff by that person.

The existence of a register of business interests does not, of course, detract from the duties of governors and staff to declare interests whenever they are relevant to matters being discussed by the governing body or a committee. Where an interest has been declared, governors and staff should not attend that part of any committee or other meeting.

### 3. Accounting system

All the financial transactions of the academy must be recorded on the Financial Management System. The finance system consists of:-



#### 3.1 System Access

Entry to the Financial Management System is password restricted. Access to the component parts of the system can also be restricted and the Business Manager is responsible for setting access levels for all members of staff using the system.

#### 3.2 Back-up Procedures

The Business Manager is responsible for ensuring that there are effective back up procedures for the system. Incremental updates are backed up remotely each night and rolled up at the end of the month so a full back-up can be mirrored onto tape and held for 7 years remotely.

The Business Manager should also prepare a disaster recovery plan in the event of loss of accounting facilities or financial data. This should link in with the annual assessment made by governors of the major risks to which the academy is exposed and the systems that have been put in place to mitigate those risks.

#### 3.3 Transaction Processing

All transactions input to the accounting system must be authorised in accordance with the procedures specified in this manual. The detailed procedures for the operation of the bank account, payroll, the purchase ledger and the sales ledger are included in the following sections of the manual.

#### 3.4 Transaction Reports

The Business Manager will obtain and review system reports to ensure that only regular transactions are posted to the accounting system. The report obtained and reviewed will include:

- the weekly audit trail reports;
- payroll, purchase ledger and sales ledger reports
- management accounts summarising expenditure and income against budget

### **3.5 Reconciliations**

The Business Manager is responsible for ensuring the following reconciliations are performed each month, and that any reconciling or balancing amounts are cleared:

- sales ledger control account;
- purchase ledger control account;
- payroll control account;
- bank balance per the nominal ledger to the bank statement
- Balance Sheet reconciled
- VAT reconciliation and all other reports required by the MATS

The Academies Principal/Executive Director will review and sign all reconciliations as evidence of this review which should then be checked by the Responsible Officer and the Accounting Officer.

## **4. Financial planning**

The academy in consultation with the MAT prepares both medium term and short-term financial plans. The medium term financial plan is prepared as part of the development planning process. The development plan indicates how the academy's educational and other objectives are going to be achieved within the expected level of resources over the next three years. The development plan provides the framework for the annual budget. The budget is a detailed statement of the expected resources available to the academy and the planned use of those resources for the following year. The development planning process and the budgetary process are described in more detail below.

### **4.1 Development Plan**

The development plan is concerned with the future aims and objectives of the academy and how they are to be achieved; that includes matching the academy's objectives and targets to the resources expected to be available. Plans will be kept flexible and simple – they are the “big picture” within which more detailed plans may be integrated.

Each year the Principal will propose in consultation with the MAT a planning cycle and timetable to the governing body which allows for:

- a review of past activities, aims and objectives – “did we get it right?”
- definition or redefinition of aims and objectives – “are the aims still relevant?”
- development of the plan and associated budgets – “how do we go forward?”
- implementation, monitoring and review of the plan – “who needs to do what by when to make the plan work and keep it on course” and
- feedback into the next planning cycle – “what worked successfully and how can we improve?”

The timetable will specify the deadlines for the completion of each of the key stages described above. Lead responsibility for the completion of each of the stages will be assigned by the Principal.

The completed development plan will include detailed objectives for the coming academic year and outline objectives for the following two years. The plan should also include the estimated resource costs, both capital and revenue, associated with each objective and success criteria against which achievement can be measured.

For each objective the lead responsibility for ensuring progress is made towards the objective will be assigned to an academy manager. The responsible manager should monitor performance against the defined success criteria throughout the year and report to the senior management team on a quarterly basis. The senior management team will report to the governing body if there is a significant divergence from the agreed plan and will recommend an appropriate course of action.

### **4.2 Annual Budget**

The Business Manager is responsible for preparing and obtaining approval for the annual budget. The budget must be approved by the Principal/Executive Director, Finance Committee, Governing body and the MAT.

The approved budget must be submitted to the EFA by the 28<sup>th</sup> of September each year and the Business Manager and Principal are responsible for establishing a timetable which allows sufficient time for the approval process and ensures that the submission date is met.

The annual budget will reflect the best estimate of the resources available to the academy for the forthcoming year and will detail how those resources are to be utilised. There should be a clear link between the development plan objectives and the budgeted utilisation of resources.

The budgetary planning process will incorporate the following elements:

- forecasts of the likely number of pupils to estimate the amount of EFA grant receivable;
- review of other income sources available to the academy to assess likely level of receipts;
- review of past performance against budgets to promote an understanding of the academy cost base;
- identification of potential efficiency savings and
- review of the main expenditure headings in light of the development plan objectives and the expected variations in cost e.g. pay increases, inflation and other anticipated changes.

#### **4.3 Balancing the Budget**

Comparison of estimated income and expenditure will identify any potential surplus or shortfall in funding. If shortfalls are identified, opportunities to increase income should be explored and expenditure headings will need to be reviewed for areas where cuts can be made. This may entail prioritising tasks and deferring projects until more funding is available. Plans and budgets will need to be revised until income and expenditure are in balance. If a potential surplus is identified, this may be held back as a contingency or alternatively allocated to areas of need.

#### **4.4 Finalising the Budget**

A draft budget should be prepared by the Business Manager for approval by the Principal, Executive Director, the Finance Committee and the Governing Body. The budget should be communicated to all staff with responsibility for departmental budgets so that everyone is aware of the overall budgetary constraints.

The budget should be accompanied by a statement of assumptions and hierarchy of priorities so that if circumstances change, it is easier for all concerned to take remedial action. The budget should be seen as a working document which may need revising throughout the year as circumstances change.

#### **4.5 Monitoring and Review**

Monthly reports will be prepared by the Business Manager. The reports will detail actual income and expenditure against budget both for budget holders and at a summary level for the Principal and the Finance Committee. Any potential overspend against the budget must in the first instance be discussed with the Business Manager.

The monitoring process should be effective and timely in highlighting variances in the budget so that differences can be investigated and action taken where appropriate. If a budget overspend is forecast it may be appropriate to vire money from another budget or from the contingency..

### **5. Payroll**

The main elements of the payroll system are:

- staff appointments;
- payroll administration and
- payments

#### **5.1 Staff Appointments**

The governing body has approved a staffing structure for the academy. Changes can only be made to this structure with the approval of the Finance Committee who must ensure that adequate budgetary provision exists for the proposed changes.

The Principal has authority to appoint staff within the authorised establishment except for the Senior Leadership positions whose appointment must follow consultation with the Executive Director. The Principal is appointed in consultation with the MAT. The Business Manager must maintain personnel files for all members of staff which include contracts of employment. All personnel changes must be notified to the school business manager.

## **5.2 Payroll Administration**

The academy payroll is being processed by an outsourced consultancy company trading as Strictly Education for the financial year ending September 2013. Master personnel records are held on the SIMS, and HCSS software packages, access to which are password controlled. Password control procedures and backup arrangements are described in section two of this policy. The master record on the packages contain:-

- pay scale
- duty information & hours
- bank account details;
- taxation status;
- personal details and
- any deductions or allowances payable

Changes to contracts, including details of any new appointments, terminations, contract changes or additional payments are prepared by the Business Manager and must be authorised by the Principal before being submitted to the payroll provider.

New staff can only be added to the payroll with the express authorisation of the Principal. New staff must complete all relevant payroll documents issued by the school office or Business Manager. Failure to do this may result in non payment of salary. In these circumstances, the salary payment may not be made until the next payroll run in the following month.

The Admin Assistant must complete the monthly staff return which provides details for any sickness and other absences to the 31st of each month to the payroll provider so any necessary adjustments can be made to pay.

Overtime claims must be submitted to the Admin Assistant for checking and coding on the last working day of the month. Payments for teachers must be authorised by Principal prior to submission. Payments for Teaching Assistants and other support staff must be authorised by the Business Manager prior to submission.

## **5.3 Payments**

After the payroll has been processed but before payments are dispatched a print of salary payments by individual and showing the amount payable in total must be provided so it can be reviewed by the Business manager. This should be reviewed against the previous month's gross salary payments to check adjustments have been made for new appointments, resignations, pay increases and to ensure that no payments have been added for non school staff. The print-out must be reviewed and authorised together with authority to release payment by the Business manager and the Principal.

Once approved, Strictly Education the external payroll provider will process all payments via BACS and provide pay slips for staff. Deductions will be made for tax, national insurance, pensions and any child-care vouchers or bike scheme payments due.

After the payroll has been processed the salary information will be added to the Financial Management System and a monthly check run on the budget vs actual. Discrepancies identified will be investigated. On an annual basis the Business manager must check for each member of staff that the gross pay per the payroll system agrees to the contract of employment held on the personnel file in the Principal's office.

## **6. Non Central Purchasing**

The academy wants to achieve the best value for money from all our purchases. This means they want to get what they need in the correct quality, quantity and time at the best price possible. A large proportion of

their purchases will be paid for with public funds and they need to maintain the integrity of these funds by following the general Principals of:

- **Probity**, it must be demonstrable that there is no corruption or private gain involved in the contractual relationships of the academy;
- **Accountability**, the academy is publicly accountable for its expenditure and the conduct of its affairs;
- **Fairness**, that all those dealt with by the academy are dealt with on a fair and equitable basis.

### **6.1 Routine Purchasing**

Budget holders will be informed of the budget available to them at the start of the academic year. It is the responsibility of the budget holder to manage the budget and to ensure that the funds available are not overspent. A print detailing actual expenditure against budget will be supplied to each budget holder after the accounts have been closed for each month.

In the first instance a supplier should be chosen from the list of approved suppliers maintained by the school office. A quote or price should be obtained before any order is placed, except in the case of maintenance calls where the duration and final cost is unknown at the time of call out. If the budget holder considers that better value for money can be obtained by ordering from a supplier not on the approved supplier list, i.e. a better price is found on the internet, this must be discussed with the Admin Assistant or Business Manager so the school charge card can be used to make the payment or a new supplier set up on the Financial Management System.

All orders must be made, or confirmed, in writing using an official approved purchase order raised on the Financial Management System. Purchase order requests and resource order forms will be available from the school office. The sign off of orders should be in accordance with appendix B.

The Admin Assistant must make appropriate arrangements for the delivery of goods to the academy. On receipt a thorough check of the goods received must be made against the goods received note (GRN) and a record made of any discrepancies between the goods delivered and the GRN. The Admin Assistant should raise this immediately with the supplier. If any goods are rejected or returned to the supplier because they are not as ordered or are of sub-standard quality, the Business Manager should be notified. The Admin Assistant will keep a central record of all goods returned to suppliers.

All invoices should be sent to the Admin Assistant. The Admin Assistant will attach the purchase order and GRN and stamp the invoices to confirm the following checks have been made:-

- invoice arithmetically correct;
- goods/ services received;
- goods/services as ordered;
- prices correct and
- VAT treated correctly

At the end of every week the Admin Assistant will provide the Business Manager with all the checked invoices and supporting documentation, with the payment authorisation form attached, ready to be entered onto the purchase ledger.

The Business Manager or appointed member of staff will then input details of payments to be made to the purchase ledger and generate the cheques or BACs payments required, checking that sufficient funds are available before releasing payment. The cheques or BACs payments (with the associated paperwork) must be authorised by two of the nominated cheque signatories as per Appendix B.

### **6.2 Orders over £5,000 but less than £25,000**

At least three written quotations should be obtained for all orders between £5,000 and £25,000 to identify the best source of the goods/services. Written details of quotations obtained should be prepared and retained by budget holders for audit purposes. Telephone quotes are acceptable if these are evidenced and faxed confirmation of quotes has been received before a purchase decision is made. Purchases and contracts of between £10,000 and £25,000 will be disclosed to the Finance Committee.

### 6.3 Orders over £25,000

All goods/services ordered with a value over £25,000, or for a series of contracts, which in total exceed £25,000 must be subject to formal tendering procedures. For purchases that may fall under EU procurement rules current regulations must be complied with.

### 6.4 Forms of Tenders

There are three forms of tender procedure: open, restricted and negotiated and the circumstances in which each procedure should be used are described below.

- 1) **Open Tender:** This is where all potential suppliers are invited to tender. The budget holder must discuss and agree with the Business Manager how best to advertise for suppliers e.g. general press, trade journals or to identify all potential suppliers and contact directly if practical. This is the preferred method of tendering, as it is most conducive to competition and the propriety of public funds.
- 2) **Restricted Tender:** This is where suppliers are specifically invited to tender. Restricted tenders are appropriate where:
  - there is a need to maintain a balance between the contract value and administrative costs
  - a large number of suppliers would come forward or because the nature of the goods are such that only specific suppliers can be expected to supply the academy's requirements
  - the cost of publicity and advertising are likely to outweigh the potential benefits of open tendering.
- 3) **Negotiated Tender:** The terms of the contract may be negotiated with one or more chosen suppliers. This is appropriate in specific circumstances:
  - the above methods have resulted in either no or unacceptable tenders
  - only one or very few suppliers are available
  - extreme urgency exists
  - additional deliveries by the existing supplier are justified

### 6.5 Preparation for Tender

Full consideration should be given to:

- the objective of the project
- overall requirements
- technical skills required
- after sales service requirements
- form of contract

It may be useful after all requirements have been established to rank requirements (e.g. mandatory, desirable and additional) and award marks to suppliers on fulfilment of these requirements to help reach an overall decision.

### 6.6 Invitation to Tender

If a restricted tender is to be used then an invitation to tender must be issued. If an open tender is used an invitation to tender may be issued in response to an initial enquiry. An invitation to tender should include the following:

- introduction/background to the project;
- scope and objectives of the project;
- technical requirements;
- implementation of the project;
- terms and conditions of tender and
- form of response

### 6.7 Aspects to Consider

#### Financial

- Like should be compared with like and if a lower price means a reduced service or lower quality this must be borne in mind when reaching a decision.

- Care should be taken to ensure that the tender price is the total price and that there are no hidden or extra costs.
- Is there scope for negotiation?

#### Technical/Suitability

- Qualifications of the contractor
- Relevant experience of the contractor
- Descriptions of technical and service facilities
- Certificates of quality/conformity with standards
- Quality control procedures
- Details of previous sales and references from past customers.

#### Other Considerations

- Pre sales demonstrations
- After sales service
- Financial status of supplier. Suppliers in financial difficulty may have problems completing contracts and in the provision of after sales service. It may be appropriate to have an accountant or similarly qualified person examine audited accounts etc.

#### **6.8 Tender Acceptance Procedures**

The invitation to tender should state the date and time by which the completed tender document should be received by the academy. Tenders should be submitted in plain envelopes clearly marked to indicate they contain tender documents. The envelopes should be time and date stamped on receipt and stored in a secure place prior to tender opening. Tenders received after the submission deadline should not normally be accepted.

#### **6.9 Tender Opening Procedures**

All tenders submitted should be opened at the same time and the tender details should be recorded. Two persons should be present for the opening of tenders as follows:

- For contracts over £25,000 - either the Business Manager or the Principal plus a member of the Finance Committee.

A separate record should be established to record the names of the firms submitting tenders and the amount tendered. This record must be signed by both people present at the tender opening.

#### **6.10 Tendering Procedures**

The evaluation process should involve at least two people. Those involved should disclose all interests, business and otherwise, that might impact upon their objectivity. If there is a potential conflict of interest then that person must withdraw from the tendering process. Those involved in making a decision must take care not to accept gifts or hospitality from potential suppliers that could compromise or be seen to compromise their independence.

Full records should be kept of all criteria used for evaluation and for contracts over £25,000 a report should be prepared for the Finance Committee highlighting the relevant issues and recommending a decision. For contracts under £25,000 the decision and criteria should be reported to the Finance Committee. Where required by the conditions attached to a specific grant from the EFA, the department's approval must be obtained before the acceptance of a tender. The accepted tender should be the one that is economically most advantageous to the academy. All parties should then be informed of the decision.

## **7. Income**

The main sources of income for the academy are the grants from the EFA and from sponsors (if applicable). The receipt of these sums is monitored directly by the Business Manager who is responsible for ensuring that all grants due to the academy are collected.

The academy also obtains income from:

- students, mainly for trips, dinner, uniform sales and clubs
- the public, mainly for lettings
- Other schools and organisations for consultancy services

### **7.1 Trips**

A lead teacher must be appointed for each trip to take responsibility for the organisation of the trip. The sum to be charged for the trip must be discussed and authorised by the Business Manager. The Admin Assistant will then prepare the letter and permission slips and a record created of all the students going on the trip. Parents will be encouraged to make all payments using ParentPay or an equivalent system to reduce cash handling in the office. For payments made by cash the Admin Assistant will record the payment as received and issue a receipt for the parent/student. The Admin Assistant should maintain an up to date record for each student showing the amount paid and the amount outstanding. This record should be sent to the lead teacher on a weekly basis so they can chase up additional permission slips and payments.

### **7.2 Catering Income**

Parents should be encouraged to pay dinner money half termly in advance using ParentPay or an equivalent system to reduce cash handling in the office. Details should be sent out at the end of each half term detailing the balance on the dinner money account and detailing the amount to be paid for the coming term. Parents who struggle to pay half-termly may pay weekly but the Admin Assistant should question the parents further to assess whether they may be entitled to free school meals and support them with their application wherever possible.

The Admin Assistant is responsible for checking, entering and banking any locally received dinner money. Anyone else receiving dinner money payments must ensure they are locked in the safe immediately. Dinner money should be checked and entered at least once each week. Receipts should be issued to confirm receipt of payment or account statements printed off when required. The banking must be checked and signed by the Business Manager weekly prior to filing. The Principal must be notified immediately of any discrepancies. Monthly reconciliation should take place.

### **7.3 Dinner Numbers Reconciliation**

Where academies meet the cost of catering appropriate reconciliations must take place. The Admin Officer will provide the kitchen with the daily numbers each day using the appropriate form. The weekly client recharge form from the kitchen must be cross-checked against the form for the week. Any discrepancy between the numbers provided and the number of meals taken must be investigated immediately to ensure all the children who are entitled to meals (free and paid) are taking them and that children not registered for meals are not taking them.

### **7.4 Free School Meals**

Free School meals can only be provided if there is an entitlement.

### **7.5 Dinner Money Arrears**

Individual pupil's arrears should not exceed 10 serving days or £16.00 (whichever is the greater) at any one time. Parents/guardians should be notified as soon as the arrears for the individual pupil are outstanding for 5 serving days. They should receive a second warning after 10 days stating meals have been withdrawn. Meals should only be reinstated when the arrears have been cleared and an advance payment made for the following week. Dinner money arrears cannot be written off without approval from the Principal.

### **7.6 Uniform Sales**

The Admin Assistant is responsible for the uniform sales. Sales must be listed in a stock book and the totals banked must match with the items and revenue listed on the spreadsheet. Monies should be banked weekly unless there are insufficient funds to justify this. The print out and banking must be cross-checked and signed by the Business Manager. A termly stock count must be carried out by the Admin Assistant and any discrepancies between the stock book and actual stock levels brought to the attention

of the Business Manager. Online ordering using ParentPay or equivalent system linked to an online uniform shop should be encouraged where possible to reduce cash handling in the office and reduce the need for stock levels to be maintained in school. Parents without access to the internet should make payment at the time of placing their order.

### **7.7 Music Tuition**

The Admin Assistant is responsible for collecting music tuition monies each term. Tuition should be set up on the Financial Management System as a club. Where possible parents should be encouraged to make online payment using ParentPay or an equivalent system to reduce cash handling in the office. The print-out and banking must be cross checked and signed by the Business Manager.

### **7.8 Clubs**

The Admin Officer is responsible for the activity club sign-ups. Payment should be collected at the time of booking the club and all income must be recorded on the Financial Management System. The print out and banking must be cross-checked and signed by the Business Manager.

### **7.9 School Journey**

The Admin Officer is responsible for the monetary controls for school journey. Where possible parents should be encouraged to make online payment using ParentPay or an equivalent system to reduce cash handling in the office. All contributions received must be recorded on the Financial Management System. The print out and banking must be cross-checked and signed by the Business Manager.

### **7.10 Lettings**

The Business Manager is responsible for maintaining records of bookings of facilities and for identifying the sums due from each organisation. The invoice should be raised by the Admin Assistant and payment collected, ideally in advance except in the case of regular bookings by school parents.

### **7.11 Online Payments**

Online secure payments should be encouraged and facilitated where possible to reduce cash handling and reconciled against the Financial Management System weekly.

### **7.12 Debts**

No debts should be written off without the express approval of the Principal/Executive Director (the EFA's prior approval is also required if debts to be written off are above the value set out in the annual funding letter).

### **7.13 Custody**

Receipts should be issued for all cash and cheques received where no other formal documentation exists. All cash and cheques must be kept in the safe prior to banking. Banking should take place every week or more frequently if the sums collected exceed the £2,500 (insurance limit on the office safe).

### **7.14 Sales Ledger**

Monies collected must be banked in their entirety in the appropriate bank account. The Admin Assistant is responsible for listing all local income which has been banked and recorded on the Financial Management System. The sales ledger will be reconciled against the bank account each month and certified by the Business Manager.

## **8. Cash Management**

### **8.1 Bank Accounts**

The opening of all accounts must be authorised by the MAT Board. The Academy has 2 bank accounts – a current account and a deposit account. The account signatories are:-

Executive Director  
Principal

Deputy Principal  
Member of SLT  
Member of SLT

### **8.2 Deposits**

Particulars of any deposit must be entered on a copy paying-in slip, counterfoil or listed in a supporting book. The details should include:

- the amount of the deposit and
- a reference, such as the number of the receipt or the name of the debtor.

### **8.3 Payments and withdrawals**

All cheques and other instruments authorising withdrawal (including BACs payments) from academy bank accounts must bear the signatures of any two of the authorised signatories. This provision applies to all accounts, public or private, operated by or on behalf of the governing body of the academy. Authorised signatories must not sign a cheque relating to goods or services which they have also ordered.

### **8.4 Administration**

The Business Manager must ensure bank statements are received regularly and that reconciliations are performed at least on a monthly basis. Reconciliation procedures must ensure that:

- all bank accounts are reconciled to the academy's cash book;
- reconciliations are subject to an independent monthly review carried out by the Responsible Officer or Principal and adjustments arising are dealt with promptly.

### **8.5 Academy Charge Cards**

The Academy may have a charge card to assist with best value during procurement. All card holders should be nominated procurement officers.

The charge card should only be used when cheque or BACs payments are not possible. Purchases must be recorded in the Financial Management System and entered into the charge card register held by each individual. Receipts (including VAT receipts) must be retained and matched to the charge card statement for reconciliation by the Business Manager each month.

### **8.6 Petty Cash Accounts**

The academy maintains a maximum cash balance of £250. The cash is administered by the Admin Assistant and is kept in the finance office safe.

### **8.7 Deposits**

The only deposits to petty cash should be from cheques cashed specifically for the purpose. The receipt should be recorded in the petty cash system with the date, amount and a reference, normally the cheque number, relating to the payment. All other cash receipts for whatever reason should be paid directly into the bank.

### **8.8 Payments and Withdrawals**

In the interests of security, petty cash payments will be limited to £25. Higher value payments should be made by cheque or BACS directly from the main bank account as a cash book payment.

### **8.9 Administration**

The Admin Assistant is responsible for entering all transactions into the petty cash records on the Financial Management System on a regular basis. Regular as well as unannounced cash counts should be undertaken by the Business Manager to ensure that the cash balance reconciles to supporting documentation.

### **8.10 Physical Security**

Petty cash should be held in a locking cash box which is put in the safe overnight.

### 8.11 Cash Flow Forecasts

The Business Manager is responsible for preparing cash flow forecasts to ensure that the academy has sufficient funds available to pay for day to day operations. If significant surplus balances can be foreseen, steps should be taken to invest the extra funds using the deposit accounts.

The academy aims to manage its cash balances to provide for the day-to-day working capital requirements of its operations, whilst protecting the real long-term value of any surplus cash balances against inflation. Guiding Principals are as follows:-

- To ensure adequate cash balances are maintained in the current account to cover day-to-day working capital requirements

Regular cash flows are to be prepared and monitored to ensure there are adequate liquid funds to meet all payroll related commitments and outstanding supply creditors that are due for payment.

## 9. Fixed assets

### 9.1 Fixed Asset Register

All items purchased with a value over the academy's capitalisation limit of £2,000 must be entered in the fixed asset register. The asset register should include the following information:

- asset description
- asset number
- serial number
- date of acquisition
- asset cost
- source of funding (% of original cost funded from EFA grant and % funded from other sources)
- expected useful economic life
- depreciation
- current book value
- location
- name of member of staff responsible for the asset

Assets over £2,000 should be permanently and visibly marked as the academy's property, labelled and added to the inventory which is checked annually. The inventory should include:-

- asset description
- asset number
- serial number
- date of acquisition
- asset cost
- expected useful economic life
- location
- name of member of staff responsible for the asset

The Asset Register and Inventory helps:

- ensure that staff take responsibility for the safe custody of assets;
- enable independent checks on the safe custody of assets, as a deterrent against theft or misuse;
- to manage the effective utilisation of assets and to plan for their replacement;
- help the external auditors to draw conclusions on the annual accounts and the academy's financial system and
- support insurance claims in the event of fire, theft, vandalism or other disasters.

### 9.2 Depreciation

Depreciation on assets is as follows:-

Buildings	2%
Furniture and Equipment	25% straight line
Fixtures and Fittings	20% straight Line

Computer Equipment & Software

33% straight line

### **9.3 Security of assets**

Stores and equipment must be secured by means of physical and other security devices. Only authorised staff may access the stores.

All the items in the fixed asset register or inventory should be permanently and visibly marked as the academy's property and there should be a regular (at least annual) count by someone other than the person maintaining the register. Discrepancies between the physical count and the amount recorded in the register should be investigated promptly and, where significant, reported to the governing body. Inventories of academy property should be kept up to date and reviewed regularly. Where items are used by the academy but do not belong to it this should be noted.

### **9.4 Disposals**

Items which are to be disposed of by sale or destruction must be authorised for disposal by the Principal and, where significant, should be sold following competitive tender. The academy must seek the approval of the EFA in writing if it proposes to dispose of an asset for which capital grant in excess of £20,000 was paid.

Disposal of equipment to staff is not encouraged, as it may be more difficult to evidence the academy obtained value for money in any sale or scrapping of equipment. In addition, there are complications with the disposal of computer equipment, as the academy would need to ensure licences for software programmes have been legally transferred to a new owner.

The academy is expected to reinvest the proceeds from all asset sales for which capital grant was paid in other academy assets. If the sale proceeds are not reinvested then the academy must repay to the EFA a proportion of the sale proceeds. All disposals of land must be agreed in advance with the Secretary of State.

### **9.5 Loan of Assets**

Items of academy property must not be removed from academy premises without the authority of the Head of Department. A record of the loan must be recorded in a loan book and booked back into the academy when it is returned.

If assets are on loan for extended periods or to a single member of staff on a regular basis the situation may give rise to a 'benefit-in-kind' for taxation purposes. Loans should therefore be kept under review and any potential benefits discussed with the academy's auditors.

## **10. Storage of Records**

The school will retain all documents in accordance with the Records Management Society's guidelines (<http://www.rms-gb.org.uk/resources/94>). Financial records need to be kept for 7 years. At the end of each financial year, all records should be boxed up for secure storage – clearly listed the date for disposal. Please see Document Management & Retention Policy for further details.

## **11. Gifts**

- Staff are not allowed to accept significant personal gifts from contractors and other suppliers
- Staff can only accept offers of hospitality if there is a genuine need to impart information or represent the school in the community. Hospitality cannot be accepted from a contractor during a tendering period.
- Any gifts made to the school (above the value of £25) must be listed in a gifts register

## **12. Suspected Fraud**

In case of suspected fraud, the Finance Committee will be notified and the external auditors called in to undertake a full investigation if required. The Principal in consultation with the Finance Committee will

decide whether the police should be notified. The Secretary of State must be notified of any loss arising from suspected theft or fraud exceeding an amount set out in the annual funding letter.

**13. Whistle blowing (See separate policy)**

**14. Complaints (See separate policy)**