



DIXONS ACADEMIES TRUST LIMITED

Schemes of Delegation

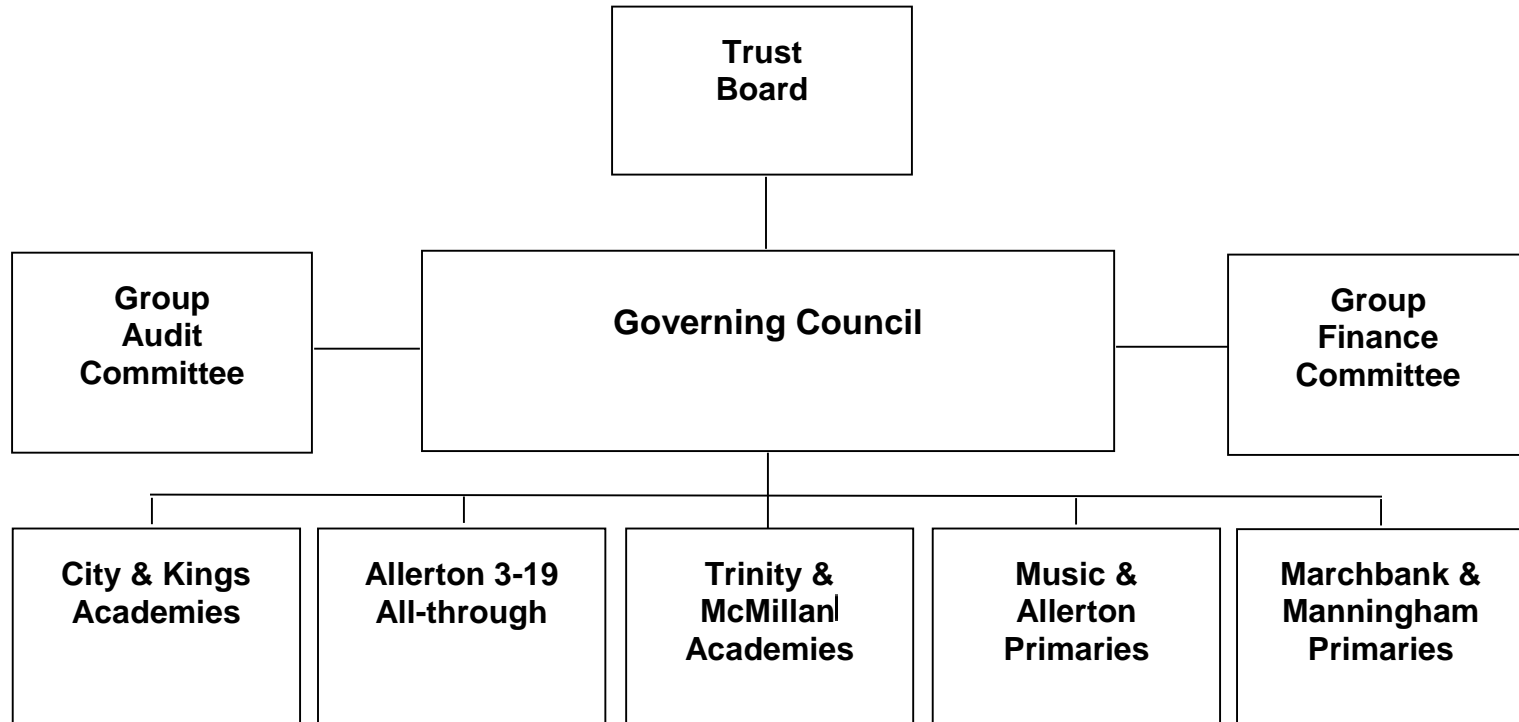
Contents

1	Powers and Duties Reserved for the Members.....	6
2	Powers and Duties Reserved for the Governing Council.....	7
3	Powers and Duties Reserved for the Local Governing Body.....	8
4	Powers and Duties Delegated to the Finance Committee.....	12
5	Financial Powers and Duties Delegated to the Principal.....	13
6	Financial Powers and Duties Delegated to the Finance Director.....	14
7	Financial Powers and Duties Delegated to Other Staff.....	15
8	Financial Powers and Duties Delegated to Executive Principal.....	15
9	Powers and Duties Reserved for the Audit Committee.....	16
10	Summary of Financial Authorisation Levels.....	19

Introduction

The Organisation Structure of The Dixons Academies Charitable Trust Limited (DAT, the Trust Company) (See Fig. 1 below) is based on the principles that:

- a) The Members of the Company define the Object, Purpose and Ethos of the Company.
- b) The Directors, who form the Governing Council, have overall responsibility and ultimate decision making authority for all the work of the Company, including the establishing and running of schools and in particular each Academy as a school. This is largely exercised through strategic planning and the setting of policy. It is managed through business planning, monitoring of budgets, performance appraisal, the setting and monitoring of standards and the implementation of quality assurance processes. The Directors have the power to direct change where required to ensure that the Object, Purpose and Ethos of the Company are met.
- c) The Directors delegate their responsibilities for the day-to-day operation of each Academy and the whole of the funding granted by the Department of Education for the benefit of that Academy directly to a Local Governing Body (LGB) through a Scheme of Delegation (the Scheme). A single Local Governing Body may manage more than one Academy but the funding granted for each Academy must be applied only to that Academy subject to the requirements of the Scheme. The Principal of each Academy is an ex officio member of the LGB.
- d) The Operations Executive (OE) is the executive arm of the Board under the direction of the Chief Executive Officer. Its principal functions are:
 - i) To manage the conversion of schools to Academies. The OE carries out Due Diligence across the school to establish its position and identify any action required, and, with the DfE, LA and solicitors, manages the associated legal processes.
 - ii) To direct and support the operation of each Academy, developing strategic plans and policies in core areas of the operation in accordance with the direction of the Board. These include risk, teaching and learning, training, finance, HR and ICT. The OE specifies management controls and reporting requirements, audits the associated processes, procedures and outcomes in each Academy, identifies and delivers appropriate training and support and reports to the Board on progress and concerns.





Dixons Academies Trust Limited

Life President – Lord Kalms

Position	Members Appointed By	Post holder
Chair	Members	Sir James Hill
Director	Members	Joanne Williams
Director	Members	Prof Tim Birtwistle
Director	Members	Member of Dixons Stores Group
Company Secretary	Members	Adnan Bashir
Executive Principal	Attendees	Sir Nicholas Weller

Dixons Academies Trust Limited

Governing Council

Position	Appointed By	Post holder
Members	Members	As above
Chair	Members	Joanne Williams
CEO	Members	Sir Nick Weller
Academy Directors	Governing Council	Chairs of LGBs
Chair Finance Committee	Governing Council	Brent Fitzpatrick
Chair Audit Committee	Governing Council	Prof Grace Alderson
Group Director of Finance	Governing Council	Adnan Bashir

Dixons Academies Trust Limited

Operations Executive

Position	Appointed By	Post holder
CEO	Members	Sir Nick Weller
Academy Director(s)	Governing Council	TBA
Educational Advisor(s)	Governing Council	TBA
Group Director of Finance	Governing Council	Adnan Bashir

Dixons Academies Trust Limited

Finance Committee

Position	Appointed By	Post holder
Chair	Governing Council	Brent Fitzpatrick
Chair DTA&DMA LGBs	Governing Council	Bryan Collins
Local Governing Body Member	Governing Council	Tim Gilpin
Local Governing Body Member	Governing Council	Martin Gaskin

Dixons Academies Trust Limited

Audit Committee

Position	Appointed By	Post holder
Chair	Governing Council	Prof. Grace Alderson
Chair DMB&DMN LGBs	Governing Council	Ruby Bhatti
Local Governing Body Member	Governing Council	TBC
Local Governing Body Member	Governing Council	Majid Khan

1 Powers and Duties Reserved for the Members

The members who shall meet no less than twice per year shall be responsible for:

- 1.1 Appointing the Members, the Chair of the Governing Council, the CEO/Executive Principal and the Company Secretary.
- 1.2 Determining the overall strategic direction of the Multi Academy Trust.
- 1.3 Defining the Object, Purpose and Ethos of the Company.

2 Powers and Duties Reserved for the Governing Council

The Governing Council, who will meet no less than 3 times per year, shall be responsible for:

- 2.1 Approval of a written scheme of delegation of its financial powers and duties to its Local Governing Bodies, its Finance Committee, its Audit Committee, the Principal and other staff. The scheme must satisfy the Governing Council's ultimate responsibility for ensuring that there are adequate operational controls in place for all the financial processes within the Academy. The Scheme of Delegation should be operated in conjunction with the Financial Regulations of the Academy.
- 2.2 Formally approving the annual consolidated Academy budget at least two months prior to the start of each financial year.
- 2.3 Considering budgetary control reports from the Finance Committee at every meeting, with relevant explanations and documentation where required.
- 2.4 Authorisation of all transfers in excess of £50,000 between budget headings. Details of all transfers approved and authorised by the Finance Committee are to be formally notified to the Governing Council.
- 2.5 Maintenance of a Register of Business Interests for all Governors and those Academy staff with financial responsibilities.
- 2.6 Authorisation of the advertising of tenders above £100,000, and authorising the award of such tenders.
- 2.7 Tenders other than the most financially favourable, or late tenders, can only be accepted by the Governing Council who shall minute the reasons for their decision.
- 2.8 Authorisation of the write off of debts not collectable (the Secretary of State's prior approval is also required if debts to be written off are above the value set out in the annual funding letter).
- 2.9 Authorisation of the disposal of individual items of equipment and materials that have become surplus to requirements, unusable or obsolete with an original purchase value in excess of £20,000.
- 2.10 Ensuring the appointment of external auditors.
- 2.11 Receiving a report and recommendations from the Audit Committee on the financial statements and approving the audited financial statements prior to submission to the Secretary of State by 31 December.
- 2.12 Receiving the reports of the Audit Committee on the use of resources, systems of internal financial control, and discharge of financial responsibilities.
- 2.13 Informing the DFE if it suspects any irregularity affecting resources.

3 Powers and Duties Reserved for the Local Governing Body

3.1 General Provisions

- 3.1.1 Subject to provisions of the Companies Act 2006, the Articles and to any directions given by the Members of the Company following a special resolution, the management of the business of the Academy shall be delegated by the Directors to the Local Governing Body who may exercise all the powers of the Company in so far as they relate to the Academy, in accordance with the terms of this Scheme of Delegation. No alteration of the Articles and no such direction shall invalidate any prior act of the Local Governing Body which would have been valid if that alteration had not been made or that direction had not been given. Except as provided for in this Scheme of Delegation, the powers given by this Scheme of Delegation shall not be limited by any special power given to the Directors by the Articles or to the Local Governing Body by this Scheme of Delegation and a meeting of the Local Governing Body at which a quorum (50% of those entitled to attend and vote) is present may exercise all the powers so delegated.
- 3.1.2 In general terms, the responsibility of the Directors in so far as the business of the Academy is concerned is to determine the policy and procedures of the Academy and to consider and respond to strategic issues. Whilst the Directors are free to decide what constitutes a strategic issue, having regard to all the circumstances, unless a matter is identified as a strategic issue and/or is identified as being the responsibility of the Directors under this Scheme of Delegation, the responsibility for such matter will be that of the Local Governing Body.
- 3.1.3 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:
- 3.1.3.1 to expend certain funds of the Company as permitted by clause 5.3 in such manner as the Local Governing Body shall consider most beneficial for the achievement of the Object in so far as it relates to the Academy and to invest in the name of the Company such part of the funds of the Company for which it has responsibility pursuant to this Scheme of Delegation as it may see fit and to direct the sale or transposition of any such investments and to expend the proceeds of any such sale in furtherance of the Object; and
- 3.1.3.2 to enter into contracts on behalf of the Company in so far as they relate to the Academy.
- 3.1.4 In the exercise of its powers and functions, the Local Governing Body may consider any advice given by the Principal and any other executive officer as well as the Directors.
- 3.1.5 Any bank account in which any money of the Company in so far as it relates to the Academy is deposited shall be operated by the Local Governing Body in the name of the Company. All cheques and orders for the payment of money from such an account shall be signed by at least two signatories authorised by the Local Governing Body.

3.2 Ethos and Values

- 3.2.1 Whilst the Local Governing Body shall be responsible for ensuring that the Academy is conducted in accordance with its ethos and values, the determination of the Academy's ethos and mission statement shall be the responsibility of the Directors.
- 3.2.2 At all times, the Directors and the Local Governing Body shall ensure that the Academy is conducted in accordance with the object of the Company, [the terms of the trust governing the use of the land which is used for the purposes of the Academy] and any agreement entered into with the Secretary of State for the funding of the Academy.

3.3 Finance

- 3.3.1 In acknowledgement of the receipt by the Directors of funds in relation to the Academy; provided by the Secretary of State, donated to the Company and generated from the activities of the Company, the Directors delegate to the Local Governing Body the responsibility to manage and expend all monies received on account of the Academy for the purposes of the Academy (less such % of the funds received from the Secretary of State as determined each year by the Directors).
- 3.3.2 Whilst the Local Governing Body shall have the power to enter into contracts on behalf of the Company in so far as they relate to the Academy, the Local Governing Body shall first obtain the written consent of the Directors via the Finance Committee to any contracts or expenditure or for the placing of monies on deposit, for any single matter above £100,000.
- 3.3.3 The accounts of the Company shall be the responsibility of the Directors but the Local Governing Body shall provide such information about the finances of the Academy as often and in such format as the Directors shall require. Without prejudice to the above, the Local Governing Body shall provide monthly management accounts to the Directors.
- 3.3.4 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 are observed at all times as well as any requirements and recommendations of the Directors and the Secretary of State.
- 3.3.5 The Local Governing Body shall inform the Directors of any need for significant unplanned expenditure and will discuss with the Directors, and others as the Directors shall require, options for identifying available funding.
- 3.3.6 The Local Governing Body shall develop appropriate risk management strategies and shall at all times adopt financial prudence in managing the financial affairs of the Company in so far as these relate to the Academy.
- 3.3.7 Formally approving the annual Academy budget for presentation to the Governing Council.
- 3.3.8 Considering budgetary control reports from the Finance Committee at every meeting, with relevant explanations and documentation where required.
- 3.3.9 Maintenance of a Register of Business Interests for all Governors and those Academy staff with financial responsibilities.

3.4 Premises

- 3.4.1 The maintenance of the buildings and facilities used in respect of the Academy is the responsibility of the Local Governing Body, who shall have regard at all times to the safety of the users of the buildings and the facilities and the legal responsibilities of the Directors (and/or any others) as owners of such buildings and facilities.
- 3.4.2 The Local Governing Body shall in conjunction with the Directors develop a 10 year 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 Local Governing Body's responsibility to ensure the buildings and facilities are maintained to a good standard.
- 3.4.3 The responsibility for any disposals or acquisitions of land to be used by the Academy will be that of the Directors.
- 3.4.4 Insuring all of the assets used by the Academy will be the responsibility of the Directors.

3.5 Resources

3.5.1 Principal

The Directors shall appoint the Principal. The Directors and the Local Governing Body may delegate such powers and functions as they consider are required by the Principal for the internal organisation, management and control of the Academy (including the implementation of all policies approved by the Directors and the Local Governing Body and for the direction of the teaching and curriculum at the Academy).

3.5.2 Other Staff

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

- comply with all policies dealing with staff issued by the Directors from time to time
- take account of any pay terms set by the Directors
- adopt any standard contracts or terms and conditions for the employment of staff issued by the Directors
- manage any claims and disputes with staff members having regard to any advice and recommendations given by the Directors

3.5.2.2 The Local Governing Body shall carry out the performance management of all senior staff (including the Principal) and shall put in place procedures for the proper professional and personal development of all staff.

3.6 Curriculum and Standards

3.6.1 The Local Governing Body shall be responsible for the setting and review of the curriculum but shall have regard to any views of the Directors in recognition of the Directors' obligation to the Secretary of State to provide a broad and balanced curriculum.

3.6.2 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 Directors as they might issue from time to time.

3.7 Extended Schools and Business Activities

3.7.1 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, would be the responsibility of the Local Governing Body, this shall only be undertaken in a manner consistent with any policy set by the Directors 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 Company's charitable objects and any threat to funding provided by the Secretary of State.

3.8 Regularity Matters

3.8.1 The responsibility for the satisfaction and observance of all regulatory and legal matters shall be the Directors but the Local Governing Body shall do all such things as the Directors may specify as being necessary to ensure that the Company is meeting its legal obligations.

3.9 Operational Matters

- 3.9.1 The Local Governing Body will adopt and will comply with all policies of the Directors communicated to the Local Governing Body from time to time.
- 3.9.2 Both the Directors and all members of the Local Governing Body have a duty to act independently and not as agents of those who may have appointed them and will act with integrity, objectivity and honesty in the best interests of the Company and the Academy and shall be open about decisions and be prepared to justify those decisions except in so far as any matter may be considered confidential.
- 3.9.3 The Local Governing Body will review its policies and practices on a regular basis, having regard to recommendations made by the Directors from time to time, in order to ensure that the governance of the Academy is best able to adapt to the changing political and legal environment.
- 3.9.4 The Local Governing Body shall provide such data and information regarding the business of the Academy and the pupils attending the Academy as the Directors may require from time to time.
- 3.9.5 The Local Governing Body shall work closely with and shall promptly implement any advice or recommendations made by the Directors in the event that intervention is either threatened or is carried out by the Secretary of State and the Directors expressly reserve the unfettered right to review or remove any power or responsibility conferred on the Local Governing Body under this Scheme of Delegation in such circumstances.
- 3.9.6 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 change will be made to the admissions criteria without the written consent of the Directors.
- 3.9.7 Any decision to expand the Academy shall be that of the Directors but who shall have regard to the views of the Local Governing Body.

3.10 Annual Review

- 3.10.1 This Scheme of Delegation shall operate from the Effective Date in respect of the named Academy. Where applicable, it will be based on the framework Scheme of Delegation that will have been put in place on the incorporation of the Company and will have been attached to Company's first Articles of Association.
- 3.10.2 Notwithstanding this being the first Scheme of Delegation to apply in respect of the Academy, the Directors will have the absolute discretion to review this Scheme of Delegation at least on an annual basis and to alter any provisions of it.
- 3.10.3 In considering any material changes to this Scheme of Delegation or any framework on which it is based, the Directors will have regard to and give due consideration of any views of the Local Governing Body.

3.11 Meetings

- 3.11.1 The Local Governing body will meet not less than 4 times per year.

4 Powers and Duties Delegated to the Finance Committee

The Finance Committee shall be responsible for:

- 4.1 Exercising the powers and duties of the Governing Council in respect of the financial administration of the Academy, except for those items specifically reserved for the Governing Council, the Local Governing Bodies and those delegated to the Principal and other staff.
- 4.2 Reporting on decisions taken under delegated powers to the next meeting of the Governing Council.
- 4.3 Reviewing the annual Academy budget prior to the start of each financial year and recommending its acceptance, or otherwise to the Governing Council.
- 4.4 Considering budgetary control reports on the Academy's financial position at every meeting, taking appropriate action to contain expenditure within the budget and report to the Governing Council.
- 4.5 Reviewing the virement of sums between budget heads, subject to a limit of £50,000, as approved and authorised by the Principal and Finance Director, which are to be formally notified to the Finance Committee who shall minute the notification.
- 4.6 Reporting to the Governing Council all significant financial matters and any actual or potential overspending.
- 4.7 Authorising the award of orders and contracts over £25,000 and up to £99,999.
- 4.8 Ensuring that arrangements for insurance cover are in place and adequate.
- 4.9 Ensuring that there are annual independent checks of assets and the asset register.
- 4.10 Authorising the disposal of individual items of equipment and materials that have become surplus to requirements, unusable or obsolete with an original purchase value of up to £19,999 and reporting such authorisations to the Governing Body.
- 4.11 Authorising permanent changes to the Academy's staffing establishment.
- 4.12 Reviewing the draft financial statements and highlighting any significant issues to the Governing Council, prior to submission to the Secretary of State by 31 December.
- 4.13 The Finance Committee will meet at least three times per year.

5 Financial Powers and Duties Delegated to the Principal

The Principals have delegated powers and functions in respect of internal organisation, management and control of their Academy, the implementation of all policies approved by the Governing Council and for the direction of teaching and the curriculum.

The Principal shall be responsible for:

- 5.1 Reviewing income and expenditure reports and highlighting actual or potential overspending to the Finance Committee.
- 5.2 Approving virements between budget headings and up to £9,999 and reporting such approval to the Finance Committee.
- 5.3 Ensuring the arrangements for collection of income, ordering of goods and services, payments and security of assets are in accordance with the Financial Regulations.
- 5.4 Authorising orders and contracts over £5,000 and up to £14,999 in conjunction with the Finance Director.
- 5.5 Ensuring that all contracts and agreements conform to the Financial Regulations.
- 5.6 Approving new staff appointments within the authorised establishment.
- 5.7 Certifying the payment of salaries each month, in conjunction with the Finance Director.
- 5.8 Ensuring that proper security is maintained at all times for all buildings, furniture, equipment, vehicles, stocks, stores, cash, information and records etc. under his/her control.
- 5.9 The operation of financial processes within the Academy, ensuring that adequate operational controls are in place and that the principles of internal control are maintained.
- 5.10 Ensuring that full, accurate and up to date records are maintained in order to provide financial and statistical information.
- 5.11 Ensuring that all records and documents are available for audit by the appointed external auditors and Audit Committee.

6 Financial Powers and Duties Delegated to the Finance Director

The Director of Finance shall be responsible for:

- 6.1 Preparing, after discussion with the academy Principal, an annual draft budget plan for consideration by the Finance Committee and Governing Council before the start of the relevant financial year.
- 6.2 Monthly monitoring of expenditure and income against the approved budget and submitting reports on the Academy's financial position to every meeting of the Finance Committee. Any actual or potential overspending shall be reported to the Finance Committee.
- 6.3 Approving virements, in conjunction with the Principal, between budget headings up to a value of £14,999 and reporting such approval to the Finance Committee.
- 6.4 Authorising orders and contracts over £5,000 and up to £14,999 in conjunction with Budget Holders.
- 6.5 Maintaining a register of formal contracts entered into, amounts paid and certificates of completion.
- 6.6 Retention of quotes obtained for goods, works and services.
- 6.7 Ensuring that all correct invoices are duly certified by authorised staff before payments are made and that invoices, vouchers and other records are retained and stored in a secure way and are readily available for inspection by authorised persons.
- 6.8 Ensuring the appropriate division of duties between staff responsible for processing orders, receiving deliveries and processing payments.
- 6.9 Notifying the payroll provider of any matters affecting payments to employees.
- 6.10 Ensuring that the monthly payroll is checked, and certifying it for payment in conjunction with the Principal.
- 6.11 Ensuring that all income is accurately accounted for and is promptly collected and banked intact.
- 6.12 Maintaining proper records of account and reviewing monthly bank reconciliations.
- 6.13 Notifying the Finance Committee on any eventuality that could affect the Academy's insurance arrangements.
- 6.14 Maintaining a permanent and continuous register of all items of furniture, equipment, vehicles and plant.
- 6.15 Maintaining the standards of control for such systems in operation within the Academy to include the use of properly licensed software, and for the security and privacy of data in accordance with the Data Protection Act.

7 Financial Powers and Duties Delegated to Other Staff

Members of staff with delegated responsibilities should be aware that these must be exercised in accordance with Financial Regulations.

The following responsibilities are delegated to other staff in addition to the Principal and Finance Director:

- 7.1 Budget Holders are responsible for checking and certifying monthly statements of expenditure against their delegated budget and for reporting any errors or irregularities to the Finance Director. Any actual or potential overspending shall also be reported to the Finance Director.
- 7.2 Departmental Budget Holders can authorise orders up to £1,000 provided it is within the scope and remaining balance of their delegated budget.
- 7.3 The following members of staff, in addition to the Principal and Director of Finance, are authorised to open tenders in the presence of another authorised person:
 - Executive Principal
 - Deputy Principals
 - Operations Manager
- 7.4 The following members of staff are authorised to receive and check goods:
 - Budget Holders
 - Administrators nominated by the Budget Holder
- 7.5 Budget Holders can authorise time records and authorise overtime within their delegated budget.

8 Financial Powers and Duties Delegated to Executive Principal

- 8.1 Authorising orders and contracts over £15,000 and up to £24,999 in conjunction with Budget Holders.
- 8.2 Authorising transfers between budget codes over £10,000 and up to £50,000.
- 8.3 Approving all senior staff salary amendments.

9 Powers and Duties Reserved for the Audit Committee

9.1 Authority

- 9.1.1 The Audit Committee works in accordance with relevant part of section 9 of the Scheme of Delegation: Powers and Duties Reserved for the Audit Committee. The Committee is an advisory body and has no executive powers. It is authorised by the Governing Council of the Dixons Multi-Academy Trust to investigate any activity within its terms of reference, and to seek any information it requires from staff, who are requested to co-operate with the committee in the conduct of its enquiries. The Audit Committee is authorised to obtain independent professional advice if it considers this necessary.

9.2 Membership and Quoracy

- 9.2.1 The Committee shall be appointed by the Governing Council from the local governing bodies of the Academies in the Multi-Academy Trust. No more than two members shall be members of the Governing Council. The Chair of Governing Council shall not be a member of the Committee, nor shall any member of the Finance Committee. The normal term of office will be four years.

The Committee shall comprise of four members with a quorum being two members. To assist it in discharging its function, the Committee may co-opt up to two additional members (not being members of the Trust) with appropriate financial and/or audit experience. The Trust must give its prior approval to any such nominations. Decisions to be made at meetings of the Committee shall be determined by a majority of the votes of members present and voting. Where there is an equal division of votes, the Chair shall have a second or casting vote.

9.3 Chairing

- 9.3.1 The Chair and Vice-Chair of the Audit Committee shall be appointed by the Governing Council. On appointment, the Chair will become a member of the Governing Council.

9.4 Attendance

- 9.4.1 The Director of Finance will be an attendee. Others, such as the Chair of the Governing Council, the Executive Principal, and appropriate internal and external Audit representatives will attend by invitation of the Chair.

9.5 Key Purpose

- 9.5.1 The purpose of the Audit Committee is to monitor the integrity of the financial statements, to review the governance, internal control and risk management systems and to review the internal and external audit services. It also gives recommendations to the Governing Council where it considers that action and improvement is needed.

9.6 Functions and Duties

- 9.6.1 Governance, Risk Management and Finance
- Review the annual accounts, financial statements and statements on internal control and Governance of the Trust to ensure that they can be recommended to the Governing Council for approval.

- Review internal and external reports and make recommendations to the Governing Council.
- Consider all relevant reports, including reports on the Trust's accounts, achievement of value for money and the response to any management letters.
- Review the effectiveness and integrity of systems of internal control established to ensure that the aims, objectives and key performance targets of the organisation are achieved in the most economic, effective and environmentally preferable manner.
- Review the effectiveness of systems to assess and manage risk.
- Review the operation of the Academy's code of practice for members of the Governing Council, Local Governing Bodies and the code of conduct for staff.
- Consider any other matters where requested to do so by the Governing Council.

9.6.2 Internal Audit

- Consider and make recommendations to the Trust on the appointment, reappointment and removal of the internal auditors.
- Recommend the internal audit programme for Governing Council approval, ensure that the function is adequately resourced and has appropriate standing within the Trust and its academies.
- Consider and monitor management's responses to any major internal audit, and the timely and appropriate implementation of any recommendations.
- Meet with the internal auditors at least once a year to discuss their remit and any issues arising from the internal audits carried out.
- Monitor and review the effectiveness and quality of the internal audit function to ensure it provides appropriate independent assurance to the Trust and value for money.

9.6.3 External Audit

- Consider and make recommendations to the Trust on the appointment, reappointment and removal of the external auditors.
- Discuss with the external auditor the nature and scope of each forthcoming audit and to ensure that the external auditor has the fullest co-operation of staff.
- Consider and advise Governing Council on the Trust's annual and long-term audit programme.
- Review the findings of the audit with the external auditor considering any material issues which arose during the audit, any accounting and audit judgements and levels of errors identified during the audit.
- Meet with the external auditors at least once year to discuss their remit and any issues arising from the audit.
- Monitor and review the effectiveness and quality of the audit, assessing annually their independence and the relationship with the auditor as a whole, including the provision of any non-audit services, and value for money.

9.7 Frequency of Meetings

- 9.7.1 The Audit Committee will meet not less than three times per year.

9.8 Reporting

- 9.8.1 The Audit Committee will regularly report *via* its Minutes to Governing Council.
- 9.8.2 The Audit Committee will provide a written annual report to the Governing Council and the Trust's Accounting Officer that outlines the activities of the Audit Committee as they relate to the year under review and to the terms of reference of the Committee. The report will also include the Committee's opinion on the adequacy and effectiveness of the Trust's risk management, control and governance processes, and for securing economy, efficiency and effectiveness.

9.9 Review of Terms of Reference

- 9.9.1 The terms of Reference will be reviewed annually by the Audit Committee and recommended to the Governing Council for their approval.

10 Summary of Financial Authorisation Levels

Delegated Duty	Value	Delegated Authority	Method
Ordering Goods and Services (raising requisitions)	Up to £999	Budget Holder	Selection from preferred supplier list unless agreed otherwise with FD
	£1,000 to £4,999	As above plus Operations Manager	
	£5,000 to £14,999	As above plus either Principal or Finance Director	Minimum of three quotes
	£15,000 to £24,999	As above plus Executive Principal	Formal tendering process, including advertising in OJEU (if over the OJEU threshold)
	£25,000 to £99,999	Finance Committee	
	£100,000 and over	Governing Council	
	Authority to accept other than lowest quotation or tender	Governing Council	
Signatories for cheques, BACS payment authorisations and other bank transfers	Up to £999	Finance Manager plus Operations Manager Two signatories from: - Executive Principal - Finance Director - Principal - Vice Principal - Nominated Governor Two signatories from: - Executive Principal - Finance Director - Principal - Nominated Governor	
	£1,000 to £9,999		
	£10,000 and over		
Signatories for DFE grant claims and DFE returns	Any	Two signatories (or as required by DFE) from: - Finance Director - Principal - Vice Principal - Nominated Governor	
Budget virements provided approved operating surplus remains unchanged	Up to £1,999	Operations Manager	
	£2,000 to £9,999	Principal/Finance Director	
	£10,000 to £24,999	Executive Principal	
	£25,000 to £49,999	Finance Committee	
	£50,000 and over	Governing Council	

Delegated Duty	Value	Delegated Authority	Method
Transfer to from budget headings that have the effect of reducing the approved op'g surplus	Any amount	Governing Council	
Disposal of assets	Up to £999	Operations Manager	
	£1,000 to £9,999	Principal/Finance Director	
	£10,000 to £19,999	As above plus Finance Committee	
	£20,000 and over	As above, plus DFE approval required for disposal of assets funded with more than £20,000 of DFE grant, or transferred from an LA at nominal consideration	
Write-off of bad debts	Up to £999	Finance Director	
	Over £1,000	As above plus DFE approval	
Purchase or sale of any freehold property	Any	DFE approval required	
Granting/take up of any leasehold or tenancy agmnt exceeding 3 yrs	Any	DFE approval required	
Raising invoices to collect income	Up to £50,000	Operations Manager	
	£50,001 to £100,000	As above plus Principal/Finance Director	
	Over £100,000	As above plus Finance Committee	
Payroll	Routine payments up to £350,000	Two of Operations Manager, Finance Director or Principal	
	Routine payments up to £400,000	Two of Executive Principal, Principal or Finance Director	
	Discretionary payments up to £499	Operations Manager	
	Discretionary payments from £500 to £1,499	Executive Principal/Principal	
	Discretionary payments from £1,500 to £4,999	Finance Committee	
	£5,000 and over	Governing Council	

