



BORDESLEY MULTI ACADEMY TRUST

## **T1-17 Governance & Management Structure and Terms of Reference**

Tier 1 – Bordesley MAT Central Policy  
Approved by the Trust on 24/10/2023

### **Document control**

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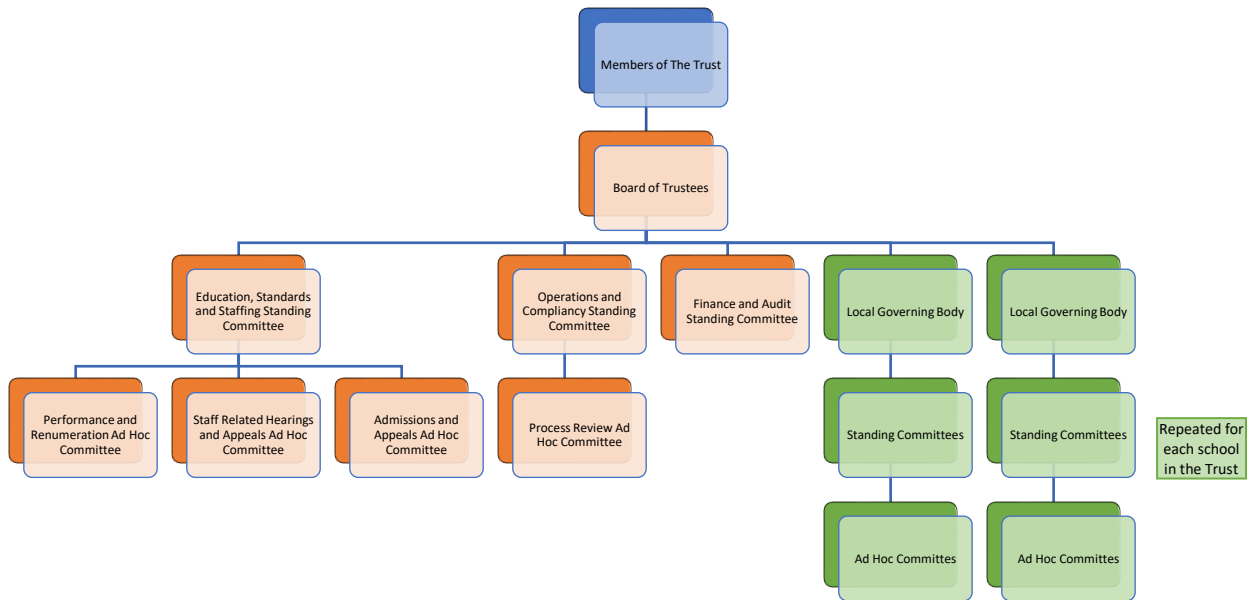
# 1. Bordesley Multi Academy Trust Mission Statement

We believe that success is achieved by working in partnership with parents, carers and the wider community. We are committed to working with our partners to ensure the very best outcomes for all our learners, from 3 to 19.

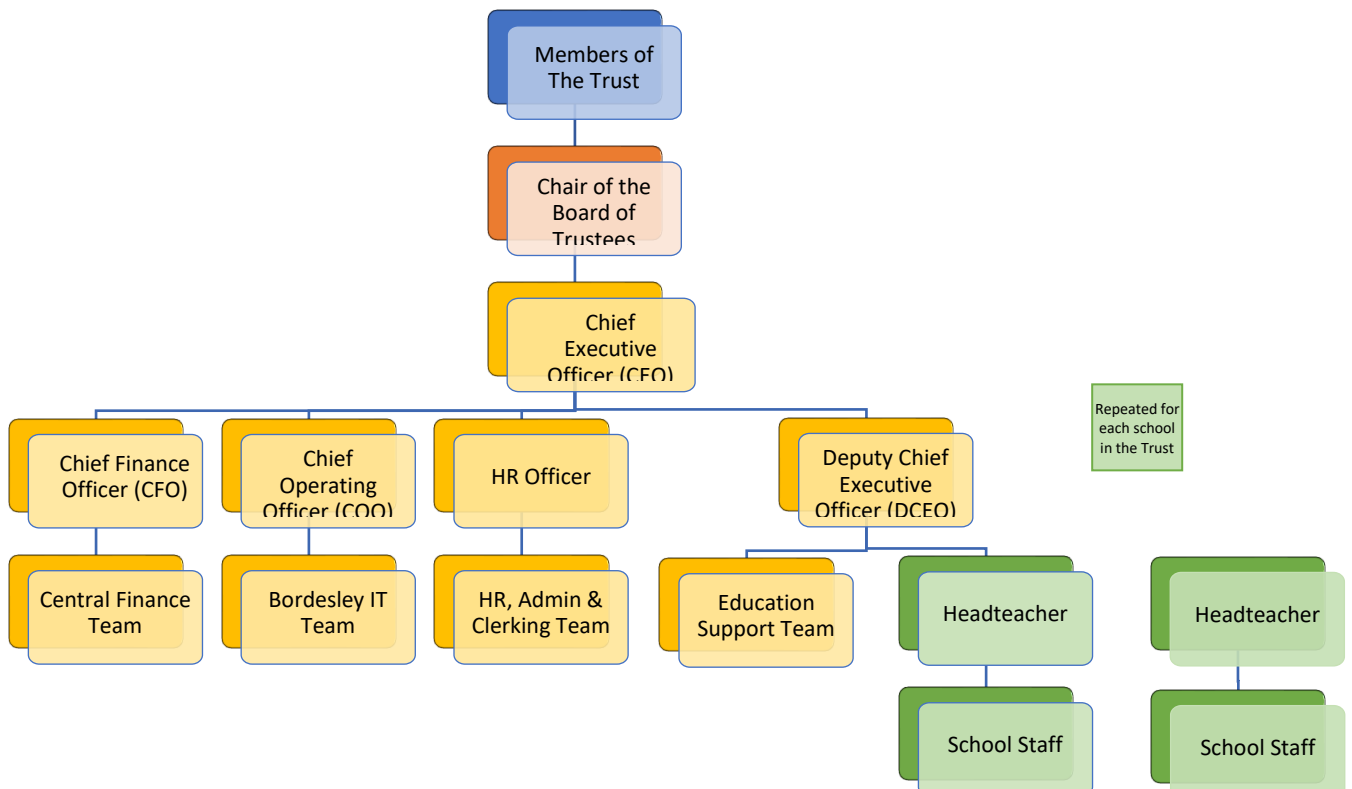
The significant guiding principles of the MAT are based around autonomy, trust, respect, equity and outstanding relationships. We believe that positive and constructive relationships are at the heart of every successful school. This allows the entire community to be valued and challenged to be their best, raising aspirations for all.

## 2. Trust Structure

### 2.1 Governance Structure



### 2.2 Senior Management Structure



### **3. Organisation**

#### **3.1 General Principles**

Bordesley Multi Academy Trust is a charitable trust regulated by the DfE. As a multi academy trust Members, Trustees, and Local Governors of the Trust have different but complementary roles, responsibilities and duties within the Trust to safeguard the Trust's financial resources, ensure public money is well spent, and avoid real or perceived conflicts of interest.

The Chief Executive Officer (CEO) of the Trust is the Trust's Accounting Officer and as such is personally responsible to parliament for ensuring regularity, propriety, and value for money in the use of the Trust's funding. The CEO is supported in this by Trust's Officers and the Headteachers of the individual Schools.

The Trust's Board of Trustees, whilst remaining responsible for the proper use of the Trust's funding, is committed to ensuring schools in the Trust should be as autonomous as possible, have as much freedom as possible, and have maximum delegation of responsibility and decision making in the use of their budget, subject to the Trust's risk assessment of each school's financial position and adherence to the Trust's policies and procedures.

The Trust operates in line with its Articles of Association, its Funding Agreement, advice from the Department for Education, and guidance from the Education and Skills Funding Agency. Members, Trustees, Local Governors and all Employees are expected to carry out their roles and responsibilities in line with the Code of Practice for Members, Trustees and Local Governors and the Code of Conduct for Employees and to always act in the best interest of the Trust.

The Board of Trustees will review its governance structures and scheme of delegation annually, in the summer term. The review will involve consultation with LGBs. The Board of Trustees will put in place effective arrangements for monitoring and evaluating the performance of Local Governing Bodies (LGBs), schools, the provision of Central Services and the Board of Trustees itself.

The Trust's Scheme of Delegation sets out the roles and responsibilities of the Members, and the delegated responsibilities of the Board of Trustees and its committees, LGBs and their committees, the CEO, Officers of the Trust and Headteachers. Actions taken under delegated authority must be reported to the next meeting of the Board of Trustees or the LGB, as appropriate. LGBs will report regularly and frequently to the Board of Trustees on performance and will make available all relevant data and information on performance and standards.

The Board of Trustees may withdraw all, or part, of any delegated authorities to a school, committee, including a LGB, an individual, or group at any time, as it sees fit.

The senior operational management team of the Trust comprises the CEO, Officers of the Trust and Headteachers. The CEO is the line manager of the Trust Officers and Headteachers.

The Chair of the Board of Trustees line manages the CEO. The Board of Trustees is responsible for the recruitment, appointment and the performance management of the CEO, Officers of the Trust, and Headteachers. Chairs of LGBs play a contributory role in the performance management of Headteachers.

#### **3.2 Members of the Trust**

##### Composition

The Members of BMAT are:

- The signatories to the Memorandum
- Additional Members appointed by the Members

Ideally five members, but at a minimum three Members.

#### Appointment and removal

Members are appointed/removed by the Members.

#### Other

The names, appointment information, and attendance details of the Trust's Members are published on the Trust's website.

### **3.3 Board of Trustees**

#### Composition

The Board of Trustees comprises:

- Up to 9 Trustees appointed by the Members
- Co-opted Trustees appointed by Trustees who were appointed by the Members
- The CEO appointed by the Board of Trustees

#### Appointment and removal

- Trustees are appointed by the Members
- Co-opted Trustees are appointed by Trustees who were appointed by the Members.
- The CEO is appointed by the Board of Trustees

#### Other

The Trustees are also the directors of BMAT.

The Board of Trustees keeps Members informed of the operation of the Trust through the Chair of the Board of Trustees and through the publication of board minutes, agendas, papers and attendance information.

The names, appointment information, and attendance details of the Trustees are published on the Trust's website.

### **3.4 Local Governing Body**

#### Composition

The composition of Local Governing Bodies (LGBs) is decided by the Board of Trustees and may be changed as the Board sees fit.

The Board's current model for LGBs is:

- Trust Local Governors – In the majority.
- Co-opted Local Governors appointed by Trust Local Governors who were appointed by the Trustees
- Parent Local Governors – Two
- The Principal/ Headteacher, ex officio
- Staff Local Governors – Two

The Board intends the local governing body to move to this model over time as current terms of office come to an end.

#### Appointment and removal

- The Trust Local Governors of each school in the Trust are appointed and, if required, are suspended/ removed by the Board of Trustees.
- Parent Local Governors are elected by the school's parent body using the T2:08 Local Parent Governor Election Procedure and are approved by the Board of Trustees.
- Staff Local Governors are elected by the school's staff and are approved by the Board of Trustees.

### Other

Chairs of LGBs meet informally with Members and Trustees as and when necessary. They may request an informal meeting with Members to raise concerns with them about the operation of the Board of Trustees if the need arises.

The names, appointment information, and attendance details of the Local Governors are published on the school's website.

## **4. Members of the Trust - Terms of Reference**

### Purpose

Ensure effective governance of the Trust by the Board of Trustees.

### Terms of Reference

Establish arrangements for:

- Holding general meetings and an Annual General Meeting (AGM).
- Amending by special resolution the Articles of Association, subject to any restriction created by the Trust's funding agreement or charities law.
- Appointing, by special resolution (which requires 75% or more of Members to agree) new Members or removing existing Members.
- Appointing Trustees as set out in the Trust's Articles of Association and removing any or all serving Trustees.
- Issuing, by special resolution, direction to the Trustees to take specific action.
- Appointing the Trust's auditors and receiving the Trust's annual audited accounts.
- Changing the name of the company and ultimately wind up the school Trust.

### Membership

There are at least three Members, ideally five. All are independent of the Board of Trustees. Members' names, biographies, appointment, and attendance details, updated at least annually, are published on the Trust's website.

### Terms of Office

To be decided by Members.

### Organisation

To meet at least annually and additionally as and when required. A meeting may be called by any Trustee or Member. All Members, Trustees and the Trust's auditors must be notified of meetings and may attend. Trustees may speak at meetings but not vote. Members present shall choose one of their number as Chair of the meeting.

### Quorum

Two Members.

### Disqualification

Any employee of the Trust.  
Trustees.

### Professional Advisers

To be decided by Members.

### Delegation

None

## **5. Board of Trustees – Terms of Reference**

### **5.1 Board of Trustees**

The term Trustee is used throughout to encompass the role of Director of the Company and Trustee of the Trust.

The term School is used to encompass statutory school provision and any other educational and/or childcare provision provided by schools in the Trust.

#### Purpose

Ensure the Trust's compliance with charity and company law, its Memorandum and Articles of Association, all other applicable legislation, and DfE and ESFA requirements relating to the Trust and its Academies.

Ensure proper and regular use of public funds and compliance with the Funding Agreement and ESFA Academies Trust Handbook, including the requirement to obtain ESFA approval for transactions detailed in section 5 of the Academies Trust Handbook.

Ensure the Trust is solvent, well run, and meets the needs of pre-school children/pupils/students and staff in its schools and users of any additional service provision.

Ensure the Trust acts in accordance with its constitution and powers, promotes the success of the Trust, and exercises sound judgement and diligence in all its affairs.

Ensure all Trustees are skilled in understanding, interpreting, and comparing school performance data, and at least one has an in-depth knowledge and understanding, and are kept fully apprised of the performance of each school at all times.

Ensure all Trustees have the skills, knowledge, and information to assess the Trust's financial performance, and at least one has an in-depth knowledge and understanding.

Ensure an effective training programme is in place for Trustees and local governors to develop their skills.

Ensure the CEO and all senior staff have the skills, knowledge, and experience to run the Trust and its individual Schools and to effectively manage its financial, human, and physical resources and assets.

#### Terms of Reference

Decide and approve the Trust's mission, vision, strategy and long-term business plan for "advancing for the public benefit education in the United Kingdom by establishing, maintaining, carrying on, managing and developing mainstream academies offering a broad and balanced curriculum, alternative provision, 16-19 academies, or special educational provision". (BMAT Articles).

Set key performance indicators (KPIs) and targets for the Trust and its Schools: monitor the Trust's performance against approved plans, key performance indicators and targets.

Decide the Trust's approach to, and approve, Trust-wide policies and procedures for the operation and performance of all Schools within the Trust.

Decide constitutional matters, including procedures where the Board has discretion.

Decide which functions of the Board will be delegated to committees, including LGBs, the CEO, Trust Officers, Headteachers, groups and other individuals.

Establish the committees of the Board, including LGBs and their committees, and determine their terms of reference.

Establish arrangements and procedures for:

- The recruitment and appointment of the CEO, Trust Officers and Headteachers
- The recruitment and co-option of non-executive Trustees; the recruitment and appointment of a Patron (as and when required)
- The recruitment and appointment of the Company Secretary and Clerk to the Board
- The appointment of Trustees and other persons to standing committees and ad-hoc committees
- The recruitment and appointment of Local Governors (Trust Local Governors, Parent Local Governors, Staff Local Governors) to LGBs
- The suspension and removal of any Trustee, Patron, Local Governor, the Company Secretary and Clerk, and any other person appointed or co-opted by the Board
- Maintaining and publishing a register of Members, Trustees, Local Governors, and senior members of staff and their business and other interests and putting in place measures for avoiding conflicts of interest
- Holding at least three Board meetings a year
- Notifying the DfE (through DfE Sign In) of any changes to Members, Trustees and Local Governors, the CEO/Accounting Officer and the CFO
- Reviewing, annually, the effectiveness of the Trust's governance structure and arrangements
- Reviewing, on a regular basis, the Trusts' risk register.
- Making available to all Schools in the Trust and the public - agendas, papers, and minutes of meetings and attendance (except confidential information) of the Board and its committees, including LGBs
- Receiving reports from any committee, including LGBs, or individuals, or groups to whom a decision has been delegated and to consider whether any further action by the Board is necessary

Establish the Trust's overall approach to, and approve policies and procedures for:

- Marketing and communications
- Publication of information about the Trust and its Schools on the Trust's and individual School websites
- Ensuring that the Trust and its Schools meet its compliancy obligations.

**Annually**, in good time for the start of the academic year:

- Appoint the Chair and Vice Chair of the Board
- Appoint the Chair of each standing committee of the Board
- Ratify the appointment of each LGB Chair of Governors
- Appoint/reappoint a Clerk to the Board and to each LGB
- Identify Trustees and Chairs of LGBs who are eligible for selection to any of the Standing and Ad Hoc committees as and when required
- Approve the register of Members, Trustees, Local Governors, and senior members of staff and their business and other interests for publication on the Trust and /or Schools' website
- Review the constitution, membership, Terms of Reference, and Scheme of Delegation of the Board and its committees, including LGBs

### **Education, Standards and Staffing**

Establish the Trust's overall approach to and arrangements and procedures for:

- Monitoring and evaluating school performance and improvement including pre-school provision
- Providing support and challenge and holding the CEO, Trust Officers and Headteachers to account



- Taking action to secure improvement/pace of improvement in schools, including, where necessary, obtaining external School Improvement Partners (SIPs) to provide support and/or an independent review and evaluation of the performance of the CEO, Trust Officers and Headteachers
- Monitoring and evaluating the performance and standards of the Trust's schools - to include:
  - Data requirements to inform LGBs and the Board of standards of pupil attainment and progress.
  - Setting KPIs and challenging targets for each school in the Trust; and
  - Trust-wide leadership and management arrangements.

Ensure the Trust complies with all legislation and develops and implements sound policies and procedures relating to the recruitment and employment of staff. to include:

- To recruit (in compliance with safeguarding requirements), remunerate, retain, performance manage, and develop all staff including the CEO, Trust Officers, central staff and Headteachers
- To establish and maintain a central record of recruitment and vetting checks
- To establish Trust-wide salary, pensions, severance, records, and terms and conditions policies and procedures
- Conduct, discipline, capability, grievance procedures
- Allegations of abuse against staff procedures
- Equalities information and objectives for publication- relating to the Trust's employees
- Accessibility
- Industrial relations
- Workforce succession planning
- Ensure that adequate staffing arrangements are in place for the provision of MAT central services

Set the Trust's admissions policies and oversubscription criteria for each school.

Make arrangements for securing independent admission appeals and independent review panels for exclusion.

### **Finance and Audit**

Ensure the Trust develops effective and efficient systems and procedures for financial planning, internal controls, identifying and managing financial risk, monitoring and management, propriety, audit, and for observance and compliance with all financial regulations, ESFA guidance, and the Academies' Trust Handbook. This includes the requirement to seek prior approval from the ESFA in certain circumstances, including, but not limited to, novel, contentious and repercussive transactions; special/compensation payments; write offs; acquisition and disposal of fixed assets, leases, borrowing and related party transactions. Full details of the areas included in this requirement are in Section 5 of the Academies Trust Handbook.

Set up the Trust's banking arrangements. Appoint the Trust's banker.

Approve the Financial Scheme of Delegation and financial authorities for the CEO, the CFO, other Trust Officers and individual Schools.

Approve a 3-year financial plan. Approve an annual budget for each School (including, where applicable, additional budgets for pre-school and out-of-school club provision) and for the provision of MAT central services based on recommendation from the Finance and Audit Committee.

Receive a budget position statement, including virement decisions, and significant anomalies from the anticipated position at least termly.

Approve the Trust's annual audited accounts, ensure their submission to the Members, ESFA, Companies House and publication on the Trust's website in accordance with DfE requirements.

Establish the Trust's overall approach to, and approve policies and procedures for, the procurement of goods, works and services, and lettings and fees for the Trust as a whole and for individual Schools within the Trust. Ensure a competitive tendering procedure is in place and is applied for all relevant procurement. Approve capital spend in accordance with the limits set out in the Scheme of Delegation.

Receive reports and recommendations from the Finance and Audit Committee.

Ensure the Trust complies with all matters of regularity, propriety, and value for money in its use of public funds and any other monies and develops and implements effective financial policies and procedures.

Establish the Trust's internal financial audit procedures.

Have knowledge of, and act in accordance with, all current applicable DfE guidance and the Academies Trust Handbook. If the Board of Trustees does not meet six times in any year it must describe in its governance statement, accompanying the annual accounts, how effective financial oversight has been maintained.

## **Operations and Compliance**

Establish arrangements for developing, approving, implementing and reviewing:

- Improvement and maintenance plans (capital projects) for the Trust's buildings and sites and ICT
- Premises management policy and plans
- Plans for the purchase or disposal of any freehold property, and for granting or taking up of leasehold or tenancy of land or buildings
- Ancillary and additional services e.g. catering, cleaning and caretaking, community sports facilities, pre-school and out-of-school clubs

Establish arrangements for ensuring full compliance with all health and safety legislation and for developing, approving, implementing and reviewing policies and procedures for:

- Health, safety and security
- Data protection
- Freedom of information
- School food standards

Establish arrangements for ensuring that health and safety issues are appropriately prioritised for action and staff are appropriately trained.

Ensure the Trust establishes and maintains an up-to-date list of contracts and assets and an inventory of all furniture, equipment, machinery, vehicles and plant throughout the Trust and its Schools.

### Membership

Trustees' names, appointment, and attendance details are published on the Trust's website.

### Terms of Office

Trustees - four years. The CEO holds office ex-officio as long as s/he is in post. Any trustee can be re-elected or re-appointed.

### Organisation

Chair and Vice-chair appointed annually by the Board.

To meet at least three times a year and additionally as and when required as determined by the Board.

Three trustees may requisition a meeting.

One vote per trustee. The Chair has a casting vote.

### Quorum

More than one third of Trustees eligible to vote. One vote per Trustee. The Chair has a casting vote.

Two thirds of Trustees eligible to vote required to appoint or remove co-opted Trustees, remove the Chair.

### Disqualification

A Trustee who is employed by the Trust may not be the Chair or Vice-Chair. No employee other than the CEO should be a Trustee.

### Professional Advisers

The CEO of the trust, Trust Officers and any other member of staff with Trust-wide responsibilities, as appropriate, and any additional advisers as appropriate.

### Delegation

The CEO has delegated powers and duties in respect of the overall leadership, management, and achievement of the Trust and responsibility for ensuring the implementation of agreed policy.

## **5.2 Finance and Audit Standing Committee**

### Purpose

To provide the Board with assurances of compliance with DfE, ESFA and in respect of any other applicable statutory requirements.

To provide the Board with assurances over the suitability and operation of the Trust's financial systems, transactions and controls.

The Finance & Audit Committee is authorised to investigate any activity within its terms of reference or specifically delegated to it by the Board. It is authorised to request any information it requires from any employee, external or internal audit or other assurance provider.

### Terms of Reference

#### **Overview**

Ensure the Trust complies with all matters of regularity, propriety and value for money in its use of public funds and any other monies and develops and implements effective financial policies and procedures.

Ensure all funds received are used for their intended purposes.

Review potential or existing financial risks and have processes in place to ensure the escalation of identified financial risks where these are not mitigated.

Ensure the Trust develops effective and efficient systems and procedures for financial planning, internal controls, financial monitoring and management, propriety, audit, and for observance and compliance with all financial regulations, ESFA guidance, and the Academy Trust Handbook. This includes the requirement to seek prior approval from the ESFA in certain circumstances, including, but not limited to, novel, contentious and repercussive transactions; special/compensation payments; write offs; acquisition and disposal of fixed assets, leases, borrowing and related party transactions. Full details of the areas included in this requirement are in Section 5 of the Academy Trust Handbook.

Advise the Board on any other general purposes matters, from time to time, as directed by the Board.

Review the Trust's schools' LGB Finance & Audit Standing Committee meeting minutes and act as a conduit for communication between the LGB Finance & Audit Committees and the Board of Trustees. Agree the reporting requirements with LGB and local Finance & Audit Committees.

### **Controls, Audit, and Value for Money**

Appoint, in accordance with the Trust's Scheme of Delegation and Authorities, an external auditor.

Monitor and review the performance of the external auditor; consider recommendations made by the external auditor and act accordingly.

Implement appropriate arrangements for internal audit processes; consider recommendations raised by the internal audit process and act accordingly.

Develop, monitor and review a Finance Policy which ensures that appropriate internal controls are in place for the Trust and individual Schools.

Review and approve the statements on regularity, propriety, and compliance by the Accounting Officer to be included in the annual report concerning internal controls and risk management, prior to consideration by the Board.

### **Financial Planning, Controls, Monitoring and Management**

Recommend to the Board an effective scheme of financial delegation and financial authorities. Once approved, monitor its implementation throughout the Trust, report to the Board annually on its effectiveness and recommend any proposals for change.

Establish the Trust's policies and procedures, for approval by the Board. Once approved monitor their implementation across the Trust. To include:

- Accounting practices
- Asset management
- Income
- Procurement - purchase of goods and services
- Authorising payroll and pension decisions
- Maintaining a register of, and publishing as appropriate, Members, Trustees, Local Governors, and senior staff's financial and other interests.
- Gifts and hospitality policy
- Employee and Member/Trustee/ Local Governor expenses policies
- Lettings and fees policy (including pre-school, out-of-school club provision, and community use of facilities)

- Staff severance and compensation payments procedures (with HR advice and guidance)
- Charging and remissions

Develop for approval by the Board a (minimum) three-year financial plan and an investment policy and strategy. Once approved, monitor and report on its implementation.

Scrutinise all annual returns to the ESFA and to Companies House before they are submitted to the Board for approval.

Recommend annually, for the Board's approval, a consolidated MAT and individual school budget plans for the forthcoming academic year, to meet the ESFA submission deadline of 31 July.

Recommend annually, for the Board's approval, budget plans for the provision of Trust-wide services and support.

Recommend annually, for the Board's approval, audited financial statements.

Ensure that any goods or services provided by the Trust or individual Schools are on a full cost recovery basis.

Receive and consider information about the financial performance of the Trust at least three times a year. Monitor budgets and significant virements at least termly. Report this to the Board at least termly.

Monitor pupil/student admission numbers overall and in each school. Make proposals to the Board for organisational change (i.e. changes in the number, age range, size and location of schools).

Have strategic oversight of bids for capital funding including a mechanism for prioritising projects. Consider the revenue consequences of capital projects and ensure they are appropriately resourced. Monitor expenditure (revenue and capital) in accordance with the Finance Scheme of Delegation and report to the Board any noncompliance.

### **Procurement**

Develop a Scheme of Financial Delegation and authorities for all procurement activity and ensure that a manual of guidance is developed for staff: ensure all staff engaged in procurement have the appropriate skills and training to effectively procure and manage contracts for goods and services. Establish effective arrangements for monitoring procurement arrangements and compliance with the policy and procedures across the Trust.

Ensure that an up-to-date list of contracts and assets and an inventory of all furniture, equipment, machinery, vehicles and plant throughout the Trust and its Schools is established and maintained.

### **Risk Management**

Establish arrangements for:

- Conducting a comprehensive assessment of present and future financial risk, approving elements of the Trust's risk register and risk mitigation plan; reporting termly on risk to the Board

### Membership

Members of the Finance & Audit Committee will be appointed by the Board and shall be made up of at least three Trustees. Additionally, persons who are not Trustees, with specialist skills

and experience, may be appointed by the Board to the Committee provided that Trustees are in the majority. Consideration will be given to points 3.9 – 3.11 of the Academy Trust Handbook and Trustees will decide whether it is appropriate for employees to participate in meetings when audit matters are discussed.

#### Terms of Office

Trustees and co-opted persons – four years.

Trustees/co-opted persons who are not Trustees can be re-appointed.

#### Organisation

Chair appointed annually by the Board. Terms of reference, constitution and membership to be reviewed annually. One vote per Trustee/co-opted persons. The Chair has a casting vote. To meet at least termly and as and when required in addition as determined by the committee.

#### Quorum

Three Trustees

#### Disqualification

Any Trustee who is a member of staff, other than the CEO and/or the Trust's Accounting Officer, and any Trustee who provides goods and/or services to the trust.

#### Professional Advisers

CEO, CFO, Officers of the Trust and any additional advisers as appropriate.

#### Delegation

None.

### **5.3 Education, Standards and Staffing Standing Committee**

#### Purpose

Maintain a consistent focus on checking the adequacy of the Trust's schools safeguarding and child protection measures including the Prevent duty.

Maintain a consistent focus on checking the effectiveness of the Trusts and Trust school's development/ improvement plans.

Monitor, evaluate, and report to the Trustees on the implementation and impact of the Trust's schools' curriculum and the quality of teaching and learning on targets and pre-school children/pupil/student attainment, achievement, standards, as applicable.

Recognise and celebrate achievement across the Trust's schools.

Monitor, evaluate, and report to the Trustees on:

- the implementation and impact of the Trust's schools' behaviour and welfare policies and plans on pre-school children/pupil/student progress, achievement, standards, and attendance
- complaints
- the effectiveness of the School's marketing, communications and partnership working practices

Monitor, evaluate, and report to the Trustees on the implementation and impact of the Trust's human resources policies and plans on the attainment, achievement, and standards of pre-school children/pupils/students, as applicable; and on the recruitment, retention, development and wellbeing of staff.

## Terms of Reference

### **Educational Standards – Safeguarding & Welfare**

Develop and recommend for approval to the Trustees the Trust's Schools child protection, safeguarding and attendance policies and procedures.

Ensure that the policies and procedures including those for

- managing staff discipline, conduct and grievance and
- dealing with allegations of abuse against staff,
- maintenance and accuracy of the Single Central Record (SCR) for recruitment and vetting checks is in place

are monitored and reported to the Trustees on their suitability and impact.

Ensure the Trust's schools' guidelines and best practice are followed in all recruitment procedures particularly those relating to the safeguarding of children.

Ensure that Operations and Compliance committee are made aware of any safeguarding concerns identified by the Education, Standards and Staffing Committee that may be due to a failure in school compliance or inadequate compliance measures being in place.

### **Educational Standards – Quality of Education**

Recommend, for approval by the Board of Trustees, targets for educational attainment and standards for each of the Trust's schools. Monitor and report to the Trustees on the achievement of targets and preschool children/ pupil/student progress, as applicable.

Review and report to the Board of Trustees for approval the Trust's schools' development/improvement plan.

Ensure the sufficiency and adequacy of data and information, from the Trust's schools, relating to standards and attainment. Monitor, evaluate and report progress to the Board of Trustees on:

- The effectiveness of the Trust's schools' curriculums, quality of teaching and learning and their impact on pre-school children/pupil/student progress and outcomes, as applicable
- The Trust's schools' compliance with statutory requirements relating to the curriculum, including RE/collective worship, SEND, sex and relationship education and Early Years Foundation Stage (EYFS), as appropriate, and for looked after children (LAC)
- The effectiveness of policies and provision for pre-school children/pupils/students with SEND, as applicable and other needs and the impact of targeted funding e.g. pupil premium on pupil/student progress and attainment

### **Educational Standards – Behaviour and Attitudes**

Evaluate and report to the Board of Trustees on:

- The impact of the Trust's schools' behaviour, classroom management, pupil/student welfare and reward policies and procedures and home/school agreements (where used) on behaviour.

### **Educational Standards – Personal Development**

Monitor and Review the Trust's schools' approach to

- Pupils' Personalised development including the provision of a curriculum which extends beyond the academic, technical or vocational; providing for learners' broader development, enabling them to develop and discover their interests and talents
- Development of pupils character and cultural development.

### **Educational Standards – Leadership and Management**

Review and recommend to the Trustees for approval the Trust's schools' development/improvement plan.

Monitor, evaluate and report progress, of each of the Trust's schools, to the Board of Trustees on:

- The effectiveness of the school's leadership and management.
- The resources required to deliver the curriculum and extracurricular activities and secure school improvement.
- Assess the impact of school improvement services and support, and the professional development of staff (CPD)
- Ensure the school implements the Trust's complaints policy and procedures.
- How well the school responds to the needs of parents and the community
- The nature of complaints
- Preparedness for Ofsted inspections

### **Staffing –**

Ensure the Trust's schools' human resources related policies and procedures are in place: monitor and report to the Board of Trustees on their suitability and impact.

Review the Trust's schools' LGB Education, Standards and Staffing Standing Committee meeting minutes.

### Membership

A minimum of three Trustees. The Board of Trustees appoints the chair of the sub-committee annually.

### Terms of Office

Four years. Trustees can be re-elected or re-appointed.

### Organisation

Terms of reference, constitution, and membership to be reviewed annually by the Board.

To meet at least three times a year.

One vote per Trustee. The Chair has a casting vote.

### Quorum

Three Trustees

### Disqualification

### Professional Advisers

CEO, Trust Officers, school improvement advisors and any additional advisers as appropriate.

### Delegation

None

## **5.4 Operations and Compliancy Standing Committee**

### Purpose

To provide the Board with assurances of compliance with DfE and any other applicable statutory requirements.

To provide the Board with assurances over the suitability of, and compliance with, the Trust's operational systems, processes and controls.



The Operations and Compliancy Standing Committee is authorised to investigate any activity within its terms of reference or specifically delegated to it by the Board. It is authorised to request any information it requires from any employee, external or internal audit or other assurance provider.

#### Terms of Reference

Ensure the Trust complies with all regulations relating to its buildings and sites, health and safety and ICT.

Ensure that the Trust's schools comply with all regulations relating to its buildings and sites, health and safety and ICT.

Ensure that the Trust's schools comply with all regulations relating to its Website content and policies arrangements.

Establish arrangements for:

- Conducting a comprehensive assessment of present and future risk, approving operational and compliance elements of the Trust's risk register and risk mitigation plan; reporting termly on risk to the Board
- Once established, maintain the risk register based on comprehensive assessment of present and future strategic, operational and compliancy risks. Have processes in place to ensure the escalation of identified risks.
- Developing, for the Board's approval, a contingency and business continuity plan. Once approved keep under review and update frequently
- Developing, for the Board's approval, a whistle blowing policy. Once approved ensure all employees, contractors and others, are made aware of it. Keep under review the adequacy and security of the Trust's arrangements for its employees and contractors to raise concerns, in confidence, about possible wrongdoing in financial reporting or other matters.

Review the Trust's schools' LGB Operations and Compliancy Standing Committee meeting minutes.

#### Membership

Members of the Operations and Compliance Committee will be appointed by the Board and shall be made up of at least three Trustees. Additionally, persons who are not Trustees, with specialist skills and experience, may be appointed by the Board to the Committee provided that Trustees are in the majority.

#### Terms of Office

Trustees and co-opted persons – four years.

Trustees/co-opted persons who are not Trustees can be re-appointed.

#### Organisation

Chair appointed annually by the Board. Terms of reference, constitution and membership to be reviewed annually. One vote per Trustee/co-opted persons. The Chair has a casting vote. To meet at least termly and as and when required in addition as determined by the committee.

#### Quorum

Three trustees

#### Disqualification

Any Trustee who provides goods and/or services to the trust.

### Professional Advisers

CEO, Trust Officers and any additional advisers as appropriate.

### Delegation

None

## **5.5 Performance and Remuneration Ad Hoc Committee**

### Purpose

To carry out an annual performance and pay review, in line with the Trust's procedures, of the CEO, Trust Officers and Headteachers.

### Terms of Reference

To review, in the autumn term annually, the performance of the CEO, Trust Officers and Headteachers.

For the CEO, the Chair of Trustees will have discussed, , in advance of any committee meeting, with any appointed external school improvement advisor the external advisors view on the CEO's performance and their pay recommendation.

For Headteachers, the Trust's internal school improvement advisor will have discussed, in advance of any committee meeting, the schools view on the Headteacher's performance and their pay recommendation.

To award/recommend, or not, following the performance review of the CEO, Trust Officers and Headteachers, a pay increase in line with the Trust's Pay Policy.

To report the action taken to the Board of Trustees.

### Membership

Performance/ Pay Review of: CEO

- Chair of the Board
- Chair of the Education, Standards and Staffing Committee
- Chair of the Operations and Compliance Committee
- Chair of the Finance and Audit Committee

Performance/ Pay Review of: Headteachers & MAT Officers

- Chair of the Board
- Chair of the Education, Standards and Staffing Committee
- Chair of the Operations and Compliance Committee
- Chair of the Finance and Audit Committee
- CEO

### Terms of Office

Appointed Annually

### Organisation

Chair appointed annually by the Board of Trustees usually at the end of the summer term/ beginning of the autumn term. One vote per Trustee/Chair of Governors/Trust appointed Improvement advisor. The Chair has a casting vote.

Terms of reference, constitution and membership to be reviewed annually by the Board.

### Quorum

Three

### Disqualification

#### Professional Advisers

External improvement adviser appointed by the Trust. Internal Trust school improvement advisor.

#### Delegation

None

## **5.6 Trust Officers & Central Staff Related Hearings and Appeals Ad Hoc Committee**

### Purpose

To form first hearing and/or appeal panels for relevant matters as and when required.

### Terms of Reference

- To make any decisions under the Board's personnel procedures e.g. disciplinary, grievance, capability, redundancy hearings and appeals, where the CEO is the subject of the action
- To make any decisions under the Board's personnel procedures e.g. disciplinary, grievance, capability, redundancy hearings and appeals, relating to Trust Officers other than the CEO, (unless delegated to the Chief Executive Officer)
- To make any decisions under the Board's personnel procedures e.g. disciplinary, grievance, capability, redundancy hearings and appeals, relating to Headteachers
- To report the outcome of all hearings and appeals to the Board

### Membership

The Board shall, each year in good time for the start of the academic year, identify Trustees and Chairs of LGBs who are eligible for appointment to the hearings and appeals committee. The Clerk to the Board will arrange for three Trustees or two Trustees and the Chair of an LGB, as appropriate and in line with the relevant HR procedure, from this group to form each panel. No person may sit on both panels dealing with the same matter.

### Terms of Office

Annually appointed

### Organisation

Each panel shall appoint one of their number as Chair. One vote per Trustee/Local Governor. The Chair has a casting vote. Terms of Reference, membership and constitution to be reviewed annually by the Trustees.

### Quorum

Three Trustees

### Disqualification

The CEO and any Trustee/Local Governor with any direct involvement in the focus of any grievance, disciplinary, capability, redundancy, or any other relevant matter.

### Professional Advisers

Officers and any additional advisers as appropriate.

### Delegation

None

## **5.7 Admissions and Appeals Ad Hoc Committee**

### Purpose

To form a committee to develop, and once published, monitor the effectiveness of the Trust's schools' admissions policies.

Ensure that the Trust's adopted schools' admissions policies are applied consistently and accurately.

To organise and present the Trust's schools' admissions appeals case at independent appeal hearings.

### Terms of Reference

Monitor the impact of the School's PAN, and the Trust's schools' admissions policy and oversubscription criteria and propose changes, as required, to the Trustees.

To carry out, with support from the school, the ranking process as part of the normal round of admissions process.

To carry out, with support from the school, in-year admission application meetings.

### Membership

The Board shall, each year in good time for the start of the academic year, identify Trustees for appointment to the admission and appeals committee.

### Terms of Office

Annually appointed

### Organisation

The committee shall appoint one of their number as Chair. One vote per Trustee. The Chair has a casting vote. Terms of Reference, membership and constitution to be reviewed annually by the Trustees.

### Quorum

Three Trustees

### Disqualification

None

### Professional Advisers

Officers and any additional advisers as appropriate.

### Delegation

None

## **5.8 Process Review Ad Hoc Committee**

### Purpose

To make any decision relating to a complaint about the operation of a School in line with Stage Four of the Trust's Complaints Policy and procedures.

To make any decision relating to a complaint about the operation of the central Trust function in line with Stage Four of the Trust's Complaints Policy and procedures.

### Terms of Reference

To consider whether a school or central trust function has properly followed the Complaints Policy and procedures when the complainant is dissatisfied with the decision of the LGB or CEO.

To report the outcomes to the complainant, the LGB or Trust as appropriate, and, when relevant, to the persons at whom the complaint was directed.

To report any action taken to the next meeting of the Board following the hearing.

### Membership

The Board of Trustees shall each year identify Trustees and others, including Local Governors, who are eligible for appointment to the Process and Review Panel.

Each panel will comprise at least three persons, the majority of whom must be Trustees and one person must be independent of the leadership and management of the school/LGB/central staff involved in the complaint.

A majority on each panel must be Trustees. The Clerk to the Board of Trustees will arrange for at least three persons from those identified to form each panel.

### Terms of Office

Annually Appointed

### Organisation

Each panel shall appoint one of their number to be the Chair. One vote per Trustee/Local Governor. The Chair has a casting vote. Terms of Reference, constitution and membership to be reviewed annually by the Board.

### Quorum

Three Trustees

### Disqualification

Employees of the trust.

### Professional Advisers

### Delegation

None

## **6. Local Governing Body – Terms of Reference**

Any changes made by the Trustees to the committee structures, terms of reference or membership of the Local Governing Body's and/or Sub-committees of the Local Governing Body's made through this document, should be implemented fully as soon as possible, but at the very latest within 12 months of this policy being adopted.

A Local Governing Body may not change these terms of reference.

A Local Governing Body and/or a Sub-committee of the Local Governing Body may form working parties, from time to time, to provide additional scrutiny on a particular matter e.g. Pupil Premium, SEND, EYFS. Working parties should report back to the LGB/Sub-committee, as appropriate, for decision making/approval of recommendations.

Meetings of an LGB and any sub-committees should be clerked by an appropriately qualified person appointed by the LGB.

The term School is used to encompass statutory school provision and any other educational and/or childcare provision provided by Schools in the Trust.

The Headteacher, CEO or Officers of the Trust have the right to attend all meetings of a Local Governing Body and its sub-committees.

## **6.1 Local Governing Body (LGB)**

### Purpose

The LGB's role is to exercise leadership on behalf of the Trust in the running of an individual school, to provide information to the Trust on the operation and performance of the school and to exercise its responsibilities and powers in partnership with the Headteacher, other school and trust-wide staff, and the Trust's Members and Trustees.

The LGB and the Headteacher have full delegated responsibility for the strategic direction and day-to-day leadership and management of the school.

Each LGB has a key role to play in the overall development and success of the Trust and in contributing to joint working and sharing best practice between Schools in the Trust.

In line with the overall overarching vision, strategy, ethos, and broad policy framework of the Trust the LGB will:

- Help the School to set high standards by planning for the future, set the direction for each School, agree targets for improvement and monitor and evaluate its performance
- Be a critical friend to the Headteacher and senior leaders, accelerating the pace and rate of improvement and the achievement of all children/pupils/students, as applicable
- Set the School's standards of conduct and values
- Ensure sound management and administration of the School and ensure all staff have the appropriate qualifications, skills, experience, and training to carry out their duties
- Ensure compliance with all employment related statutory requirements and the Trust's HR policies and procedures
- Ensure compliance with all building and site, health and safety, ICT and data protection regulations and the Trust's related policies, procedures, and plans
- Ensure compliance with all financial, statutory and regulatory requirements in the use of the School's GAG funding and any additional monies
- Help the School respond to, and meet, the needs of parents and the wider local community
- Ensure the effective and efficient delivery of additional and ancillary services
- Ensure all Local Governors are skilled in understanding, interpreting, and comparing school performance, attendance, admissions, and exclusions data and are kept fully apprised of the performance of the School at all times
- Ensure all Local Governors have the skills, knowledge, and information to assess the School's financial performance

### Terms of Reference

Set out and approve the School's mission, vision, strategy and long-term development plan in line with the Trust's overall mission and vision.

Ensure that the School contributes significantly to the overall development and success of the Trust.

Monitor key performance indicators and annual targets for the School, as agreed by the Board. Monitor progress made and take action if KPIs and targets are not being met.

Report progress to CEO and Board. Approve the School's development/improvement plan, to be developed by the Headteacher and agreed with the CEO. Monitor overall performance

and the achievement of objectives, targets, and key performance indicators, and ensure that plans for improvement are acted upon; report progress to the CEO/Board and provide all required data.

In line with the Trust's arrangements for performance management, support and challenge the Headteacher, and senior leadership team to continually improve outcomes. Receive and act on an annual report on the performance of the Headteacher and senior leaders.

Advise the trust Board of Trustees of any concerns about the running of the school that cannot be resolved by the LGB and of any suspicions of fraud and irregularity.

Adopt and ensure the implementation of Trust-wide policies and procedures within the School. Monitor their implementation and evaluate and report on their impact to the CEO.

Approve school specific policies and procedures, ensure and monitor their implementation, and evaluate their impact.

In line with the Trust's governance arrangements, policies and procedures, and scheme of delegation for the LGB:

- Hold at least three LGB meetings and at least three meetings of each standing committee a year
- Annually, in good time for the commencement of the new academic year:
  - Appoint a Vice-chair of the LGB
  - Appoint the Chairs of the LGB's sub-committees
  - Appoint a person (s) to clerk LGB sub-committee meetings
  - Identify Local Governors who are eligible for selection to hearings and appeals panels as required
- Establish standing and ad-hoc committees in line with the terms of reference; appoint Local Governors to these committees
- Nominate Local Governors to take specific responsibility for safeguarding, SEND, and any other areas required in line with any statutory requirement. Ensure that these Local Governors undertake training to ensure they are equipped to carry out this role effectively
- Receive reports and recommendations from any committee, group, or individual to whom an action or decision has been delegated to agree the recommendation, ratify the decision, or consider whether any further action by the Local Governing Body is necessary
- Maintain a School Risk Register
- Carry out and report on all duties and responsibilities delegated to the LGB by the Board of Trustees
- Make decisions on any other constitutional matter in which the LGB has discretion
- Maintain and publish, through the Local Governors' Clerk, a register of Local Governors' and senior members of staff's business and other interests and adhere to procedures for registering and managing conflicts of interest
- Ensure the School complies with its legal and statutory requirements
- Publish agendas, papers, minutes of meetings (except confidential matters), and attendance information of the LGB and its sub-committees in line with the Trust's arrangements.

Review and report to the Board on the effectiveness of the composition, membership, and Terms of Reference of the LGB annually.

Ensure that new Local Governors take part in the Trust's induction programme. Ensure that Local Governors take up the Trust's Local Governor training programme to develop their skills and experience and improve the effectiveness of the LGB.

### Membership

Names, biographies, appointment, and attendance details of Local governors which is updated annually at the end of each academic year and published on the School's website.

New/replacement Trust Local Governors will be appointed/elected by the Board of Trustees. The LGB proposes the Chair of the LGB annually. The appointment will be ratified by the Trustees. The LGB appoints the Vice-Chair and Chairs of sub-committees annually.

### Terms of Office

Four years.

The Headteacher holds office ex-officio as long as s/he is in post. Local Governors can be re-elected or re-appointed.

### Organisation

Terms of reference, constitution, and membership to be reviewed annually by the Board of Trustees.

### Quorum

More than a third of Local School Governors eligible to vote, with the Headteacher and/or staff governors in the minority. One vote per Local Governor. The Chair has a casting vote.

### Disqualification

#### Professional Advisers

The Headteacher, the CEO, the Trust's Officers and any other member of staff with trust wide responsibilities, as appropriate, and any additional advisers as appropriate.

#### Delegation

The Headteacher has delegated powers and duties in respect of the overall leadership, management, and achievement of the school and responsibility for ensuring the implementation of agreed policy.

## **6.2 Finance and Audit Standing Committee**

### Purpose

To provide the Local Governing Body with assurances of compliance with Trust, DfE, ESFA and in respect of any other applicable statutory requirements.

The Finance & Audit Committee is authorised to investigate any activity within its terms of reference or specifically delegated to it by the Local Governing Body. It is authorised to request any information it requires from any school employee, external or internal audit or other assurance provider.

### Terms of Reference

#### **Overview**

Ensure the School complies with all matters of regularity, propriety and value for money in its use of public funds and any other monies and develops and implements effective financial controls, policies and procedures.

Ensure all funds received are used for their intended purposes.

Ensure the development of a school business continuity plan.

Have processes in place to ensure the escalation of identified financial risks to the Local Governing Body and Trust.



Ensure the School develops, in line with the Trusts processes, effective and efficient systems and procedures for financial planning, internal controls, financial monitoring and management, propriety, audit, and for observance and compliance with all financial regulations, ESFA guidance, and the Academy Trust Handbook. This includes the requirement to seek prior approval from the Trust in certain circumstances, including, but not limited to, novel, contentious and repercussive transactions; special/compensation payments; write offs; acquisition and disposal of fixed assets, leases, borrowing and related party transactions. Full details of the areas included in this requirement are in the Trust's Finance Policy.

Advise the Governors on any other general purposes matters, from time to time, as directed by the Local Governing Body.

Provide the Trust with copies of meeting minutes.

### **Controls, Audit, and Value for Money**

Work with and support the Trust's external auditor.

Act upon recommendations made by the external auditor and agreed by the Trust.

Work with and support the Trusts internal audit processes; consider recommendations raised by the internal audit process and act accordingly.

### **Financial Planning, Controls, Monitoring and Management**

Adhere to the Trust's scheme of financial delegation and financial authority. Report to the Local Governing Body and Trust on its effectiveness and recommend any proposals for change.

Adhere to the Trust's policies and procedures, To include:

- Accounting practices
- Asset management
- Income
- Procurement - purchase of goods and services
- Authorising payroll and pension decisions
- Managing conflicts of interest
- Maintaining a register of, and publishing as appropriate, Members, Trustees, Local Governors, and senior staff's financial and other interests.
- Gifts and hospitality policy
- Employee and Member/Trustee/ Local Governor expenses policies
- Lettings and fees policy (including pre-school, out-of-school club provision, and community use of facilities)
- Staff severance and compensation payments procedures (with HR advice and guidance)
- Charging and remissions

Develop for approval by the Local Governing Body and ratification by the Trust, a (minimum) three-year financial plan. Once approved, monitor and report on its implementation.

Receive and consider information about the financial performance of the School at least three times a year. Monitor budgets and significant virements at least termly. Report this to the Local Governing Body at least termly.

Monitor pupil/student admission numbers. Make proposals to the Local Governing Body for organisational change (i.e. changes in the number, age range, size and location of schools).

## **Procurement**

Ensure that the school adheres to the Trust's overall approach to, and policies and procedures for, the procurement of goods and services for the School.

Ensure compliance with the Trust's Scheme of Financial Delegation and authority for all procurement activities; ensure all staff engaged in procurement have the appropriate skills and training to effectively procure and manage contracts for goods and services. Establish effective arrangements for monitoring procurement arrangements and compliance with the policy and procedures.

Ensure that any contracts for services provided by a Trustee/Governor, or persons/bodies related to the Trustee/Governor, are properly procured and represent value for money. Ensure that any fees and consultancy rates included within any such contracts are provided with no element of profit, are reasonable, represent value for money and are good use of public funds.

Ensure that an up-to-date list of contracts and assets and an inventory of all furniture, equipment, machinery, vehicles and plant of the School is established and maintained.

## **Risk Management and Business Continuity**

Establish arrangements for:

- Conducting a comprehensive assessment of present and future financial risk, approving elements of the school's risk register and risk mitigation plan; reporting termly on risk to the Local Governing Body.
- Developing, for the Local Governing Bodies approval, a contingency and business continuity plan. Once approved keep under review and update frequently

### Membership

Members of the Finance & Audit Committee will be appointed by the Local Governing Body and shall be made up of at least three Governors. Additionally, persons who are not Governors, with specialist skills and experience, may be appointed by the Local Governing Body to the Committee provided that Governors are in the majority.

### Terms of Office

Governors and co-opted persons – four years.

Governors/co-opted persons who are not Governors can be re-appointed.

### Organisation

Chair appointed annually by the Local Governing Body. Terms of reference, constitution and membership to be reviewed annually. One vote per Governor/co-opted persons. The Chair has a casting vote. To meet at least termly and as and when required in addition as determined by the committee.

### Quorum

Three governors, with the Headteacher and/or staff governors in the minority.

### Disqualification

Any Governor who provides goods and/or services to the school or trust.

### Professional Advisers

CEO, CFO, Officers of the Trust and any additional advisers as appropriate.

### Delegation

None.

## **6.3 Education, Standards and Staffing Standing Committee**

### Purpose

Maintain a consistent focus on checking the adequacy of the school's safeguarding and child protection measures including the Prevent duty.

Maintain a consistent focus on checking the effectiveness of the school's development/improvement plan.

In line with the Trust's arrangements: monitor, evaluate, and report to the LGB on the implementation and impact of the school's curriculum and the quality of teaching and learning on targets and pre-school children/pupil/student attainment, achievement, standards, as applicable.

Recognise and celebrate achievement.

Monitor, evaluate, and report to the LGB on:

- the implementation and impact of the School's behaviour and welfare policies and plans on pre-school children/pupil/student progress, achievement, standards, and attendance
- the appropriateness of the Trust's admissions policy and procedures
- complaints
- the effectiveness of the School's marketing, communications and partnership working practices

In line with the Trust's arrangements monitor, evaluate, and report to the LGB on the implementation and impact of the Trust's human resources policies and plans on the attainment, achievement, and standards of pre-school children/pupils/students, as applicable; and on the recruitment, retention, development and wellbeing of staff.

### Terms of Reference

#### **Educational Standards – Safeguarding & Welfare**

Review and recommend for approval to the LGB the School's child protection, safeguarding and attendance policies and procedures.

Ensure the school's policies and procedures including those for

- managing staff discipline, conduct and grievance and
- dealing with allegations of abuse against staff,
- maintenance and accuracy of the Single Central Record (SCR) for recruitment and vetting checks is in place

are monitor and reported to the LGB on their suitability and impact.

Ensure the school's guidelines and best practice are followed in all recruitment procedures particularly those relating to the safeguarding of children.

Once policies, procedures, plans are approved or adopted by the LGB monitor, evaluate and report to the LGB on:

- The adequacy of safeguarding and child protection procedures
- The impact of the School's behaviour, classroom management, pupil/student welfare and reward policies and procedures and home/school agreements (where used) on attendance check that pre-school children/pupils/students, as applicable, feel safe and secure in the school

### **Educational Standards – Quality of Education**

Recommend to the LGB, for approval by the Board of Trustees, targets for educational attainment and standards. Monitor and report to the LGB on the achievement of targets and preschool children/ pupil/student progress, as applicable.

Review and recommend to the LGB for approval the school's curriculum policy and development/improvement plan.

Ensure the sufficiency and adequacy of data and information relating to standards and attainment. Monitor, evaluate and report progress to the LGB on:

- The effectiveness of the school's curriculum, quality of teaching and learning and their impact on pre-school children/pupil/student progress and outcomes, as applicable
- The school's compliance with statutory requirements relating to the curriculum, including RE/collective worship, SEND, sex and relationship education and Early Years Foundation Stage (EYFS), as appropriate, and for looked after children (LAC)
- The effectiveness of policies and provision for pre-school children/pupils/students with SEND, as applicable and other needs and the impact of targeted funding e.g. pupil premium on pupil/student progress and attainment

### **Educational Standards – Behaviour and Attitudes**

Once policies, procedures, plans are approved or adopted by the LGB monitor, evaluate and report to the LGB on:

- The impact of the School's behaviour, classroom management, pupil/student welfare and reward policies and procedures and home/school agreements (where used) on behaviour: check that pre-school children/pupils/students, as applicable, feel safe and secure in the school

### **Educational Standards – Personal Development**

Monitor and Review the school's approach to

- Pupils' Personalised development including the provision of a curriculum which extends beyond the academic, technical or vocational; providing for learners' broader development, enabling them to develop and discover their interests and talents
- Development of pupils character and cultural development.

### **Educational Standards – Leadership and Management**

Review and recommend to the LGB for approval the school's development/improvement plan.

Monitor, evaluate and report progress to the LGB on:

- The effectiveness of the school's leadership and management.
- The resources required to deliver the curriculum and extracurricular activities and secure school improvement.
- Assess the impact of school improvement services and support, and the professional development of staff (CPD)
- Ensure the school implements the Trust's complaints policy and procedures.
- How well the school responds to the needs of parents and the community
- The nature of complaints
- Preparedness for Ofsted inspections

### **Staffing – Appraisals Performance Management**

Ensure the school's human resources related policies and procedures are in place: monitor and report to the LGB on their suitability and impact.

Establish and annually review the staffing structure and establishment in line with the school's development plan and budget, including pre-school and out-of-school-club provision, as applicable, for approval by the LGB.

## **Admissions**

Monitor the impact of the School's PAN, and the Trust's admissions policy and oversubscription criteria and propose changes, as required, to the Trust.

## **Marketing and Communications and Partnerships**

In line with the Trust's marketing and communication policy and procedures ensure all required information about the School is made available on the School's website and additionally as required.

Once policies, procedures, plans are approved/adopted monitor, evaluate and report to the LGB on:

- The effectiveness of arrangements for marketing and communications and the publication of information
- The views of parents and pre-school children/pupils/students, as appropriate, about the ethos and quality of provision in the school and take action to address issues raised and make proposals for improvements
- The effectiveness of partnership working and sharing of best practice with other schools in the Trust, other local schools/academies, the Local Authority, and other agencies

### Membership

A minimum of three Local Governors. The LGB appoints the chair of the sub-committee annually.

### Terms of Office

Four years. Local Governors can be re-elected or re-appointed.

### Organisation

Terms of reference, constitution, and membership to be reviewed annually by the Board.

To meet at least three times a year.

One vote per Local Governor.

The Chair has a casting vote. The Headteacher, CEO and Trust Officers, have the right to attend all standing committee meetings.

### Quorum

Three governors, with the Headteacher and/or staff governors in the minority.

### Disqualification

### Professional Advisers

Headteacher of the school, senior staff with responsibilities within the remit of the sub-committee, the CEO and the Trust's CFO, and any additional advisers as appropriate.

### Delegation

None

## **6.4 Operations and Compliancy Standing Committee**

### Purpose

To provide the Local Governing Body with assurances of compliance with DfE, Trust and any other applicable statutory requirements.

To provide the Local Governing Body with assurances over the suitability of, and compliance with, the Trust's and school's operational systems, processes and controls.

The Operations and Compliancy Standing Committee is authorised to investigate any activity within its terms of reference or specifically delegated to it by the Local Governing Body. It is authorised to request any information it requires from any employee, external or internal audit or other assurance provider.

#### Terms of Reference

Ensure the school complies with all regulations relating to its buildings and sites, health and safety and ICT.

Ensure that the school complies with all regulations relating to its Website content and policies arrangements.

Establish arrangements for:

- Conducting a comprehensive assessment of present and future risk, approving operational and compliance elements of the school's risk register and risk mitigation plan; reporting termly on risk to the Board
- Once established, maintain the risk register based on comprehensive assessment of present and future strategic, operational and compliancy risks. Have processes in place to ensure the escalation of identified risks.
- Developing, for the Local Governing Body's approval, a contingency and business continuity plan. Once approved keep under review and update frequently
- Monitor the adoption of the Trust's whistleblowing policy. Ensure all employees, contractors and others, are made aware of it. Keep under review the adequacy and security of the school's arrangements for its employees and contractors to raise concerns, in confidence, about possible wrongdoing in financial reporting or other matters.

#### Membership

Members of the Operations and Compliance Committee will be appointed by the Local Governing Body and shall be made up of at least three Governors. Additionally, persons who are not governors, with specialist skills and experience, may be appointed by the Board to the Committee provided that Governors are in the majority.

#### Terms of Office

Governors and co-opted persons – four years.

Co-opted persons who are not governors can be re-appointed.

#### Organisation

Chair appointed annually by the Local Governing Body. Terms of reference, constitution and membership to be reviewed annually. One vote per Governor/co-opted persons. The Chair has a casting vote. To meet at least three times a year

#### Quorum

Three governors, with the Headteacher and/or staff governors in the minority.

#### Disqualification

Any Governor who provides goods and/or services to the school or trust.

#### Professional Advisers

Headteacher, CEO, Trust Officers and any additional advisers as appropriate.

#### Delegation

None

## **6.5 Performance and Remuneration Ad Hoc Committee**

### Purpose

To ratify the school's annual performance and pay review, in line with the Trust's procedures, of the school's teachers.

### Terms of Reference

To review, in the autumn term annually, the performance, as reported by the Headteacher, of the school's teachers.

To review the Headteacher's recommendations for teacher's pay awards, in line with the Trust's Pay Policy, following their performance reviews.

The Headteacher's annual performance and pay review is not part of this committee's remit their review will be carried out at the Trust's equivalent committee (see 5.5 Performance and Remuneration Ad Hoc Committee)

To report the action taken to the Local Governing Body.

### Membership

- Chair of Governors
- Chair of the Education, Standards and Staffing Standing Committee
- Headteacher
- The school's Trust's School Improvement Adviser

### Terms of Office

Appointed Annually

### Organisation

Chair appointed annually by the Local Governing Body usually at the end of the summer term/ beginning of the autumn term. One vote per member of the committee. The Chair has a casting vote.

Terms of reference, constitution and membership to be reviewed annually by the Trustees.

### Quorum

Three.

### Disqualification

Parent Governors

### Professional Advisers

Trust's Improvement adviser

### Delegation

None

## **6.6 Hearings and Appeals Ad Hoc Committee**

### Purpose

To form first and appeal sub-committees for relevant staffing, exclusions, and complaints matters

### Terms of Reference

In line with the Trust's human resources policies for school-based staff, pupil/ student behaviour policies and the Trust's complaints policy to:

- Make any decisions under the Trust's personnel procedures e.g. staff appointments, disciplinary, grievance, capability and redundancy hearings and appeals, relating to any member of staff other than the Headteacher (unless delegated to the Headteacher)
- Make any decisions relating to fixed term exclusions and to the confirmation, review and/or reconsideration (in cases where the independent review panel makes this judgement) of the permanent exclusion of a pupil/ student. [NB the Board makes arrangements for independent review panels for exclusions and independent admission appeals panels.]
- Make any decisions regarding complaints which are referred to the Local Governing Body.

### Membership

The LGB shall, each year in good time for the start of the academic year, identify Local Governors who are eligible for appointment to hearings and appeals panels. The Clerk appointed by the LGB will arrange for at least three Local Governors from this group to form each panel. Should the need arise including for instance, but not limited to, conflicts of interest or knowledge of the matter, Trustees or Governors of other Trust schools may be sit on the committee. No person may sit on both panels dealing with the same matter.

### Terms of Office

Appointed annually

### Organisation

Each panel shall appoint one of their number as Chair. One vote per Local Governor or Trustee. The Chair has a casting vote. Terms of reference, membership, and constitution to be reviewed annually by the Trustees.

### Quorum

Three governors, with the Headteacher and/or staff governors in the minority.

### Disqualification

The Headteacher, Local Governor and any Trustee with any direct involvement in the focus of any grievance, disciplinary, capability, redundancy, or complaint matter.

### Professional Advisers

The Headteacher, Officers of the Trust, and any additional advisers, as appropriate.

### Delegation

None



## 7. Scheme of Delegation

Trustees wish to leave day-to-day local governance to LGBs and the day-to-day school operations to the Headteacher when the school is operating effectively.

### Special Provisions

Where local governance and/or day-to-day school operations is judged by Trustees to require support and improvement, Trustees may decide, at its discretion, to take responsibility from LGBs or school leadership for certain items within the Matrix of Delegation, and may vary the matters delegated where, for example, but not limited to:

- The LGB acts outside its delegated powers and limitations.
- The LGB is in breach of these terms of reference.
- The LGB is unable to fulfil its role and responsibility as defined in the scheme of delegation.
- The LGB is not quorate.
- There is a serious failure in safeguarding or Health and Safety compliance.
- The school receives a less than good OFSTED judgement.
- Standards are below National accountability levels and there is a lack of evidence to show improvement.
- The curriculum fails to provide for a broad and balanced education.

This list is illustrative only and shall not limit the rights of Trustees to suspend or remove any or all of the matters delegated where there are concerns.

**In these circumstances, LGBs and the school will be provided with a varied scheme of delegation, setting out those areas for which the Trust has taken control and will provide support.**

In the event of serious weakness and ineffective local governance, Trustees may decide to disband the LGB and replace it with a Trust Board appointed Interim Education Committee (IEC).

### Glossary

Perform	The individual/group will follow agreed policies and procedures or carry out specified duties. They are accountable for executing or implementing decisions or policies. They may be required to report on the delivery of duties/actions. In the case of <ul style="list-style-type: none"> <li>• the CEO, reports will be to the Board,</li> <li>• the LGB, they will be making reports in relation to their school to the Board and/or CEO (as appropriate) and</li> <li>• the Head, they will be making reports in relation to their school to the CEO and/or LGB (as appropriate).</li> </ul>
Consult	The individual/group that should be consulted as part of the process of completing a particular task. This role describes those whose knowledge and expertise is important in making the decision but does not imply that their input will be followed in all circumstances. This role is a supporting role
Recommend	The individual/group should make recommendations as to how a particular task should be completed or what particular course of action should be taken. The Recommend role typically involves a significant element of work in a decision. They may gather relevant input (Consult) and propose a course of action—sometimes alternative courses, complete with pros and cons so that the Approver's choices are clear, simple and timely.
Agree	This role represents a <b>formal approval</b> of a recommendation. The 'Agree' and the 'Recommend' should work together to come to a mutually satisfactory

	proposal to bring forward to the Approve group. Not all decisions need an Agree role, as this is typically reserved for those situations where some form of regulatory or compliance sign-off is required.
Approve	Approves the decision or activity. Accountable for making sure the activity is satisfactory and meets performance standards. May delegate work. <b>There must be only one Approve body specified for each task.</b>
Monitor	The individual/group which observes, checks and ensures the delivery of a particular task. They may be required to report to other groups.
Scrutiny	The individual/groups will undertake a careful and detailed examination of a particular task to ensure compliance.
Members	Under normal on-going Trust activities the Members do not get involved with the day-to-day operations of the Trust Board or the leadership activities of the CEO. Members keep a watching brief through access to minutes and meetings with the Trust Board Chair and the CEO when required. Members hold the Trust Board to account for the effective governance of the Trust, but they have a minimal impact on the running of the Trust. Members are essential to the integrity of an academy trust structure. They are the last line of defence from the failure of governance and failure to uphold the charitable objects of the organisation.
TB	Trust Board
LGB	Local Governing Body
CEO	Chief Executive Officer (or members of the central team to which the function is delegated)

## Table of Responsibilities

A. STRUCTURE & APPOINTMENTS						
	Appointed Position	HT	LGB	CEO	TB	MEMBER
1.	Role descriptions for Trustees			Recommend	Approve	Monitor
2.	Trust Committees (structure, role descriptions, terms of reference and membership)			Recommend	Approve	Monitor
3.	Trust Committees- LGBs (structure, role descriptions and terms of reference)			Recommend	Approve	Monitor
4.	Trustees (Appoint /Remove)				Recommend	Approve
5.	Trust Board Chair (Appoint/ Remove)				Approve	Monitor
6.	Trust Board Chair 360° review			Consult	Consult Approve	Monitor
7.	Co-opted Trustees (Appoint/ Remove)			Recommend	Approve	Monitor
8.	Trust Board Vice Chair (Appoint /Remove)				Approve	Monitor
9.	Appointment /removal of LGB Chair	Consult	Recommend	Recommend	Approve	
10.	Appointment /removal of LGB Vice Chair	Consult	Approve	Monitor	Monitor	
11.	Appointment /removal of Trust LGB governors	Consult	Recommend	Recommend	Approve	
12.	Removal of Parent and Staff governors	Recommend	Approve	Monitor	Scrutiny	

13.	CEO (Appoint/ Remove)				Approve	
14.	Accounting Officer (Appoint/ Remove)				Approve	
15.	Chief Finance Officer (Appoint/ Remove)			Recommend	Approve	
16.	Governance Professional (Appoint/ Remove)			Recommend	Approve	
17.	Headteacher (Appoint/ Remove)		Recommend	Approve	Scrutiny	
18.	Appoint other members of the Central Team			Approve		
19.	Other senior school staff including Deputy and Assistant Heads and School Operation managers plus other interim senior leaders	Recommend	Approve	Consult		
20.	Remove local governance professional to the LGB	Recommend	Approve	Consult	Monitor	
21.	Appoint other school teachers, teaching assistants and support staff	Approve	Consult			
22.	Dismissal of other staff (not HT)	Recommend	Approve	Consult		
23.	Determining early retirement or requests for flexible working	Recommend	Approve	Consult		

## B. STRATEGIC OBJECTIVES

	Duty	HT	LGB	CEO	TB	MEMBER
1.	Determine the Trust's culture and ethos	Consult	Consult	Recommend	Approve	Consult
2.	Determine and deliver the Trust's strategic objectives, vision, Strategy and Key Performance Indicators	Consult	Consult	Recommend Perform	Approve Scrutiny	Monitor
3.	Determine and deliver each school's strategic objectives, vision and strategy in line with the Trust's vision, ethos and values	Recommend	Approve	Consult Monitor	Scrutiny	Monitor
4.	Effectiveness and scope of central services provided to the schools by the Trust	Consult	Consult	Perform	Monitor	
5.	Determine Trust policies in line with the Trust's ethos and values as a single entity	Perform	Perform	Recommend	Scrutiny Approve	Monitor
6.	Determine local school policies and internal procedures in line with the school's ethos and values	Perform	Approve	Scrutiny	Monitor	

## C. COMPLIANCE

	Duty	HEAD	LGB	CEO	TB	Members
1.	Agree Articles of Association			Consult	Consult Recommend	Approve
2.	<b>Appoint</b> the Trust's financial auditors on an annual basis			Consult	Recommend	Approve
3.	Trust annual report			Perform	Approve Monitor	Scrutiny
4.	Annual cycle of business for Trust Board			Recommend	Approve	
5.	Annual cycle of business for Local Governing Bodies		Consult	Recommend	Approve	
6.	Use of LGB half termly agenda template as provided	Perform	Perform	Recommend	Scrutiny	
7.	Provision of LGB draft minutes to Trustees within 14 days	Perform	Perform	Monitor	Scrutiny	
8.	<b>Scheme of delegation:</b> Vary individual school schemes of delegation where additional support is required-see detail of special provisions.	Consult	Consult	Recommend	Approve	
9.	Remove/ amend make-up of LGB	Consult	Consult	Recommend	Approve	
10.	<b>Funding Agreement</b> – comply with all obligations including the Academy Trust Handbook	Perform	Perform	Perform	Monitor Perform	Scrutiny
11.	<b>Regulatory</b> comply with all regulations affecting the Trust (including all charity law, company law, employment law and health and safety)	Perform	Perform	Perform Monitor	Perform Monitor	Scrutiny

12.	<b>Financial controls</b> – implementation of appropriate financial controls and policies so that there is regularity, probity and value for money in relation to the management of public funds	Perform	Perform	Perform Monitor	Approve Monitor	Scrutiny
13.	Register of business interests, conflicts of interest and connected/ related party transactions	Perform	Perform	Perform Monitor	Perform Monitor	Perform Scrutiny
14.	Growth of the Trust - consider requests from other schools to join the Trust			Recommend	Scrutiny Approve	Scrutiny
15.	Compliance with statutory requirements, such as H&S, Fire Management, Safeguarding and Information, Governance and Data Protection	Perform	Perform	Perform Monitor	Perform Scrutiny	Scrutiny
16.	Develop and ensure oversight of all Trust buildings and property matters	Perform	Perform	Monitor	Scrutiny	
17.	Appoint a Trust Senior Leader as Designated Safeguarding Lead to ensure compliance with child protection legislation via implementation of the Trust’s Child Protection legislation			Recommend Perform	Approve	
18.	Appoint a safeguarding lead Trustee				Recommend Approve	
19.	Appoint a SEND lead Trustee				Recommend Approve	

20.	Appoint a SEND local governor to ensure to ensure impact is evident in pupil outcomes from the implementation of the SEND code of practice /policy/ EHC plans		Approve Perform	Scrutiny	Monitor	
21.	Appoint a safeguarding local governor		Approve Perform	Scrutiny	Monitor	
22.	Appoint a H&S local governor to ensure compliance with Trust H&S policies and practices, and appropriate risk assessments are carried out by leaders and external advisers		Approve Perform	Scrutiny	Monitor	
23.	Approve Admissions policy and/or arrangements (e.g PAN, age) in line with School Admissions and Appeals Code		Consult	Recommend	Approve Monitor	
24.	Ensure compliance with GDPR and Trust's data protection policy and procedures	Perform	Perform	Perform Monitor	Scrutiny Perform	
25.	Policies (statutory Trust-wide policies)	Perform	Adopt Perform	Recommend	Approve	
26.	Policies- specific school policies	Perform	Approve	Monitor	Scrutiny	
27.	Publish annual strategy and impact reports for grant funding e.g pupil premium and sports premium	Perform	Approve	Monitor	Scrutiny	
28.	Convene local governors for any panels required i.e pay, exclusions, disciplinary, capability, complaints, appeals	Recommend	Approve	Monitor		



29.	Self-evaluate Trust Board performance and impact annually			Recommend	Perform	Scrutiny
30.	Self-evaluate Local Governing Committees' performance and impact annually and report the outcome to the Trust's Full Board Meeting	Consult	Perform	Monitor	Scrutiny	
31.	Evaluate the CEO performance and impact annually		Consult	Perform Recommend	Perform Approve	
32.	Evaluate the Central Team performance and impact annually		Consult	Perform Approve	Monitor	
33.	Ensure website compliance	Perform	Perform monitor	Perform monitor	Scrutiny	Scrutiny
34.	Maintain accurate and effective and secure employee files- school level	Perform	Monitor	Scrutiny	Scrutiny	
35.	Maintain accurate and effective and secure employee files- Central Team			Perform	Scrutiny	
36.	Maintain an accurate and effective and secure Single Central Record (SCR)- school level	Perform	Monitor	Scrutiny	Scrutiny	
37.	Maintain an accurate and effective and secure Single Central Record (SCR)- CentralTeam			Perform	Scrutiny	
38.	Undertake pre-appointment checks for staff & governance stakeholders inc. DBS – school level			Perform Monitor Scrutiny	Scrutiny	
39.	Undertake pre-appointment checks for staff & governance			Perform	Scrutiny	

	stakeholders inc. DBS- Central Team					
40.	Trust Risk Register			Perform Monitor	Scrutiny	Scrutiny
41.	School Risk Register	Perform	Monitor	Monitor	Scrutiny	

## D. SCHOOL IMPROVEMENT

		HT	LGB	CEO	TB	Members
1.	School Development Plan Priorities	Recommend Perform	Approve Monitor	Approve Monitor	Scrutiny	
2.	All schools are compliant with statutory arrangements endorsed by the Trust	Perform	Perform Monitor	Monitor	Scrutiny	
3.	Deliver support to Looked After Children and Previously Looked After Children	Perform	Monitor	Monitor	Scrutiny	
4.	To implement SEND policy	Perform	Monitor	Perform Monitor	Scrutiny	
5.	To ensure the public sector equality policy objectives are met	Perform	Monitor	Perform Monitor	Scrutiny	
6.	Maintain accurate, effective and secure pupil records	Perform	Monitor	Perform Monitor	Scrutiny	
7.	Curriculum intent, implementation and impact	Perform	Monitor	Approve Monitor	Scrutiny	
8.	Early Years curriculum in line with Early Years Foundation Stage (EYFS) framework	Perform	Monitor	Approve Monitor	Scrutiny	
9.	Ofsted: ensure schools are inspection ready.	Perform	Monitor	Monitor Perform	Scrutiny	
10.	Setting/agreement of pupil targets and outcomes	Perform	Monitor	Approve Monitor	Scrutiny	
11.	Provide accurate / reliable assessment data of pupils' progress and predicted attainment	Perform	Monitor	Monitor	Scrutiny	

12.	Implementation and impact of School-level CPD programme	Perform	Monitor	Recommend Monitor	Monitor	
13.	CPD for Trustees			Recommend Perform Monitor	Perform Monitor	
14.	CPD for LGB Governors	Consult Perform	Recommend Perform	Monitor	Monitor	
15.	Report on delivery and impact of ring-fenced funding ( <i>Pupil Premium, Sports Premium (Primary), SEND</i> )	Perform	Monitor	Monitor	Scrutiny	
16.	Statutory changes to school organisation	Consult	Consult	Recommend	Approve	
17.	Relationships Education in line with statutory requirements	Perform	Monitor	Monitor	Scrutiny	
18.	Maintaining admission and attendance register in line with statutory requirements	Perform	Monitor	Monitor	Scrutiny	
19.	Implement behaviour policy	Perform	Monitor	Monitor	Scrutiny	
20.	Suspensions	Approve	Monitor	Monitor	Scrutiny	
21.	Exclusions	Recommend to CEO	Monitor	Approve prior to permanent exclusion	Monitor	
22.	School Operational Hours / Term dates	Consult	Recommend	Approve	Scrutiny	
23.	Ensure school lunches are provided to appropriate nutritional standards to all children, including those eligible for free school meals	Perform	Monitor	Monitor	Scrutiny	

## Overview of Strategic Financial Management

As a family of schools, our financial strategy seeks to make the best use of the resources at our disposal using the following core principles:

- **Consistent entitlement** – every child should have a consistent entitlement to financial resource in line with their own unique needs regardless of which school they attend.
- **Efficiency** – Headteachers and the central team must demonstrably manage the resources under their control as efficiently as possible.
- **Integration and Collaboration** – our aim is to ensure as much resource as possible is directed to the needs of the individual pupil. Whilst this involves focusing on efficiency it also means working together, and to support and share resources as best possible.
- **Sustainability** – the ongoing health of the organisation is based on operating within our income levels over the business cycle. Leadership at all levels, national, regional and within every school must demonstrably committed to this end.

To support this strategy:

We monitor key KPIs such as Pupil Teacher Ratios (PTR), Pupil Adult Ratios (PAR), average levels of pay and pupil numbers v School capacity.

Headteachers remain accountable for school specific budgets and manage the bulk of our income in delivering front line education.

Local Governing Committees are responsible for monitoring the effective impact of ring-fenced funding including Pupil Premium, SEND and Sports Premium and Catch-up Funding.

Both groups are charged with ensuring they deliver value for money through adopting efficient structures, collaborating, and continually challenging themselves to improve the impact and cost of the work they do for our children.

### Budget Setting

We are required by the ESFA to submit an overall balanced budget. Every year a finance timetable is constructed detailing the phases of budget (and three- year plan) preparation including:

- An initial draft looks at next year's budget in February/March designed to flush out any future strategic challenges
- This is followed by a detailed update in April/May once we have had formal confirmation of income from the ESFA. These budgets are internally signed off by the CFO and the Accounting Officer prior to gaining Board approval. This budget is consolidated in May in order for us to meet the ESFA's submission deadline of the end of July.

## E. FINANCE

	Duty	HEAD	LGB	CEO	TB	Members
1.	Set Trust budget			Recommend	Approve	Scrutiny
2.	Set individual school budget	Recommend Perform	Recommend Perform	Monitor	Approve	
3.	Managing school budget according to the Trust Financial Manual	Perform	Perform Monitor	Recommend Monitor	Scrutiny	
4.	Determination of central recharge	Consult	Consult	Recommend	Approve	
5.	School delegated capital spending eg DFC	Perform	Approve Monitor	Monitor	Scrutiny	
6.	External capital grant funding eg TCaF	Consult	Consult	Recommend	Approve Monitor	
7.	School Management accounts		Monitor	Perform Monitor	Scrutiny	
8.	Trust Management Accounts			Perform Monitor	Approve Monitor	Scrutiny
9.	Trust insurance arrangements	Consult	Consult	Recommend	Approve	
10	Trust Investments Policy including internal controls			Recommend	Approve	
11	Trust Buildings, Asset and Premises Maintenance Strategy- school level provision of annual maintenance plan	Perform consult		Recommend Approve Monitor	Approve Monitor	
12	Trust Buildings, Asset and Premises Maintenance Strategy- Trust level			Recommend	Approve	
13	Acquiring and disposing of Trust Freehold owned land	Consult	Consult	Recommend	Approve	

## F. PAY AND PERFORMANCE

Duty		HEAD	LGB	CEO	TB	Members
1.	Determine CEO pay level, appraisal and pay award				Recommend Approve	
2.	Set Terms and Conditions of Employment and salary scales			Recommend	Approve	
3.	Determine Headteacher performance management and pay awards in accordance with Trust Pay Policy		Recommend	Approve	Scrutiny	
4.	Determine performance management and pay awards in accordance with Trust Pay Policy within agreed budget– school staff, except Headteacher	Recommend	Approve	Scrutiny		
5.	School staffing structure within the agreed budget	Recommend	Approve	Consult Monitor	Scrutiny	
6.	School staffing structure changes outside of budget	Recommend	Recommend	Approve	Scrutiny	
7.	Implementation of Trust HR policies- schools	Perform	Perform	Monitor	Scrutiny	
8.	Implementation of Trust HR policies- shared services team			Perform Monitor	Scrutiny	
9.	Hear Grievance, Disciplinary, Redundancy, Capability cases	Perform	Perform	Approve	Monitor (only in respect of an appeal panel if required)	

10.	Hear Grievance, Disciplinary, Redundancy, Capability cases- central team			Approve	Scrutiny	
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