



THE BENTLEY WOOD TRUST: SCHEME OF DELEGATION

Committee Responsible:	Board of Directors
Reviewed by:	Terry Killick
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Key points and summary

This document outlines:

- The requirements of the Articles of Association regarding delegation.
- The principles of decision making within The Academy Trust.
- The scheme of delegation within The Academy Trust.
- The respective roles of the directors, Local Governing Body, and the Headteacher.

1. Introduction and statement of intent

1. The Academy Trust believes that:
 - a. The Board of Directors should focus upon Trust strategy and policies to enhance student performance, operational efficiency, and learning between academies.
 - b. Strategic / policy decisions affecting an individual academy should be taken by Local Governing Body.
 - c. Operational and managerial decisions should be delegated to the Academy Headteacher.
 - d. The Headteacher should delegate operational decisions among his/her staff with a view to keeping decision making as close as possible to the operational impacts as possible.

2. Scope and applicability

2. This policy outlines the framework for decision making within the Academy Trust. It applies to all directors, members of LGBs, and staff.

3. The Articles of Association

3. The following are the relevant clauses from the Articles of Association that outline what can, and cannot, be delegated.
- Clause 93: "Subject to provisions of the Companies Act 2006, the Articles and to any directions given by special resolution, the business of the Company shall be managed by the Directors who may exercise all the powers of the Company."
 - Clause 100: "Subject to these Articles, the Directors:
 - may appoint separate committees to be known as Local Governing Bodies for each Academy; and
 - may establish any other committee."
 - Clause 101: "Subject to these Articles, the constitution, membership and proceedings of any committee shall be determined by the Directors. The establishment, terms of reference, constitution and membership of any committee of the Directors shall be reviewed at least once in every twelve months. The membership of any committee of the Directors may include persons who are not Directors, provided that (with the exception of the Local Governing Bodies) a majority of members of any such committee shall be Directors. Except in the case of a Local Governing Body, no vote on any matter shall be taken at a meeting of a committee of the Directors unless the majority of members of the committee present are Directors."
 - Clause 105: "The Directors may delegate to any Director, committee (including any Local Governing Body), the Principals or Chief Executive Officer (where one is appointed) or any other holder of an executive office, such of their powers or functions as they consider desirable to be

exercised by them. Any such delegation shall be made subject to any conditions the Directors may impose, and may be revoked or altered.”

- Clause 106: “Where any power or function of the Directors has been exercised by any committee (including any Local Governing Body), any Director, the Principals or Chief Executive Officer (where one is appointed) or any other holder of an executive office, that person or committee shall report to the Directors in respect of any action taken or decision made with respect to the exercise of that power or function at the meeting of the Directors immediately following the taking of the action or the making of the decision.”
- Clause 107: “The Directors shall appoint the Chief Executive Officer (where one is appointed) and the Principals of the Academies. The Directors may delegate such powers and functions as they consider are required by the Chief Executive Officer and the Principals for the internal organisation, management and control of the Academies (including the implementation of all policies approved by the Directors and for the direction of the teaching and curriculum at the Academies).”

4. The Governing Body cannot delegate any functions relating to:

- the constitution of the Trust;
- the appointment or removal of the chair and vice-chair;
- the appointment of the governance professional;
- the suspension of directors;
- the delegation of functions;
- the establishment of committees.

5. The Academy Trust uses the term Headteacher rather than Principal.

4. Responsibilities under the policy

Board of Directors

6. The Board of Directors is able to exercise all of the powers of The Academy Trust. It is responsible for the performance of the Trust.
7. The Board of Directors will offer support, constructive advice, a sounding board for ideas, a second opinion on proposals and help where needed, but may also challenge, ask questions, seek information, improve proposals and so seek to arrive at the best solution for the Trust.
8. The Board must designate a named individual as its accounting officer. The accounting officer is responsible to the Board for the overall management of the Trust and personally responsible to Parliament for the resources under their control.
9. In accordance with the requirements of the Academy Trust Handbook the Trust shall appoint a Chief Finance Officer (CFO) to lead the Finance Department.

The Board meets at least three times each year and has overall responsibility for the finances of the Trust and exercises this through approval of the budget, the scheme of delegation and the audited accounts. The Finance Director takes responsibility for preparing the budgets. Consolidated management accounts are circulated to all trustees on a monthly basis and presented to each meeting of the Trust Board and the Accounting Officer and Chief Finance Officer attend and advise meetings of the Board and Finance and Site Committee. Following scrutiny the Trust Board is responsible for approval of the budget and budget returns to the ESFA prior to their submission. The Board also sets and monitors key financial indicators for the Trust. The Board also has overall responsibility for pay policy and setting executive pay. Any change to the headteacher pay ranges applied in any Trust school must be approved by the Trust Board.

Committees

10. The Board of Directors may establish a structure of Committees as appropriate. These Committees will act in an advisory capacity to the Board of Directors except where powers have been specifically delegated to them by the Board of Directors.
11. The Board of Directors shall establish the following committees:
 - a. Audit Committee
 - b. Local Governing Body for each school, which will have the following sub-committees:
 - i. Bentley Wood LGB
 1. Curriculum and Achievement
 2. Finance and Site
 3. HR
 - ii. Aylward LGB
 1. Quality and Standards
 2. Finance and Premises
 3. HR
12. The terms of reference for each committee is outlined in Appendix 2.
13. Committees are expected to meet at least six times a year, with additional meetings if required. The functions and proceedings of the committees are subject to regulations made by the governors from time to time pursuant to the powers contained in the Articles of Association. Meetings may be held remotely.
14. Each committee will elect a Chair from amongst its number. The Chair of any committee established at 'Trust level' must be a Director; the Chair of any committee that reports to a Local Governing Body must be a voting member of that Local Governing Body. Each committee will establish its clerking arrangements.
15. The composition of any Local Governing Body of any academy within The Academy Trust must meet the following minimum criteria. It is for that LGB to determine its own structure beyond this minimum. This minimum establishes a principle that parents and staff (including the Headteacher) must collectively constitute a majority of the core composition of the LGB (excluding any addition members appointed by the Board of Directors in response to concerns about performance or governance); this principle must be adhered to.
 - a. Headteacher, ex-officio
 - b. At least 1 staff Governors
 - c. At least 2 parent Governors
 - d. 1 LA nominated Governor
 - e. At least 2 community Governors
 - f. If the Board of Directors had concerns about the performance of the academy it would be able to appoint additional Governors if necessary
16. Any committee may co-opt additional committee members who are not Directors or members of a Local Governing Body, but either Directors or members of a Local Governing Body must constitute a majority of the committee. The committee will decide whether individuals who are not Directors or members of a Local Governing Body are able to vote, but Directors and members of a Local Governing Body must be a majority of those individuals voting on any particular issue.
17. A committee may choose to establish its own committees; any such committee will act in an advisory capacity to the committee that established it.

Headteacher and staff

18. The Headteacher is responsible for the internal organisation, management and control of their academy, for advising on and implementing the Trust's strategic framework, for the implementation of all policies approved by the directors or LGB and for the direction of the teaching and the curriculum at the Academy. For these purposes the directors shall delegate those powers and functions required by the Headteacher.
19. The Headteacher will formulate aims and objectives and policies and targets for the LGB and directors to consider, and to report to the LGB on progress at each meeting in accordance with a schedule drawn up annually with the Chair of the LGB. The Headteacher will work closely with the senior management team to this end.
20. The Headteacher and staff are accountable to the LGB and directors for the academy's performance. The LGB and directors will be prepared to explain its decisions and actions to anyone who has a legitimate interest. This may include staff, pupils and parents as well as the local authority or the Secretary of State.
21. The Headteacher will comply with any reasonable direction by the LGB or directors when acting on the Trust's behalf.
22. The Headteacher will agree and monitor appropriate delegations of authority with other staff.
23. The Headteacher of Bentley Wood High School shall be the accounting officer of the Academy Trust.

5. Appendices

Appendix 1: Decision matrix

Appendix 2: Committee Terms of Reference

Appendix 1: Decision Matrix

The following table sets out all the main academy functions. For each function it suggests a decision level. The decision levels are:

- **BoD** – Board of Directors
- **BoD Com** – Board of Directors Committee which has delegated powers
- **LGB** – Local Governing Body
- **LGB Com** – Local Governing Body Committee which has delegated powers
- **AO** – Accounting Officer
- **HT** – Headteacher of an academy within the Trust
- **CFO** – Chief Finance Officer via the Accounting Officer
- **BFM** - Business or Finance Manager via the Headteacher.
- **Other** - other individuals.
- Tick: ✓ Recommended level(s) of delegation or where law assigns specific responsibility
- Star: ☀ Decisions are made without advice from the Headteacher.

A = Accountable via delegated powers from Board of Directors

R = Responsible for undertaking the activity and reporting to the Accountable individual / Committee

Note: Actions taken by a properly constituted committee, or delegated to an individual governor or to the Headteacher, are taken on behalf of the Board of Directors.

		BoD	BoD Com	LGB	LGB Com	HT / AO	CFO / BFM	Other
Financial and Operational Management	Approving financial procedures in accordance with legal and DfE requirements and best practice	✓						
	Ensuring that the financial procedures are implemented effectively		✓ Audit					
	Maintaining accurate, reconciled and up to date records to provide financial and statistical information						BFM	
	Establishing and maintaining asset registers in accordance with financial procedures						BFM	
	Ensuring that any disposal of assets complies with the financial procedures						BFM	
	Maintaining a register of pecuniary and business interests of governors and staff						CFO for Staff	Gov. Pro for BoD/ LGC

	BoD	BoD Com	LGB	LGB Com	HT / AO	CFO / BFM	Other
Establishing and maintaining procedures for effective audit in accordance with legal and DfE requirements		✓ Audit					
Receiving reports from audit inspections and the resulting Action Plan	✓	✓ Lead					
Ensuring appropriate insurance arrangements in accordance with the financial procedures						CFO	
To approve the first formal budget plan each financial year in accordance with DfE timeframes	✓						
To monitor and review the Trust's actual financial performance throughout the year and at year end	✓						
To monitor and review the School's actual financial performance throughout the year and at year end				A Finance			
Ensuring that all transfers between budget headings (virements) comply with the financial procedures				A Finance			
Establishing and implementing procedures for staff and Directors to claim expenses	A Establish					CFO Implement	
Approving a lettings policy and fees			✓				
Ensuring that any writing off of debts complies with the financial procedures		A					
Ensuring that all procurement processes and resulting contracts and agreements conform with the financial procedures		A					
Authorising payments on receipt of correct invoices where goods have been received to the correct price, quantity and quality standard						BFM	
Retaining the appropriate financial records, and storing them appropriately, to comply with legal and / or DfE requirements						CFO	
Approving applications for Business / Credit Cards					AO		
Complying with VAT and CIT regulations						CFO	
To investigate financial irregularities (not involving the Headteacher)					HT		
To investigate financial irregularities (involving the Headteacher)		✓ ☀					
To establish and implement a Buildings Maintenance strategy			✓				
To ensure compliance with Health and Safety legislation	✓						

		BoD	BoD Com	LGB	LGB Com	HT / AO	CFO / BFM	Other
	To set the academy day and year			✓				
	To approve investment and accounting policies	✓						
Governance	To appoint (and remove) the Chair and Vice-Chair of Board of Directors	✓						
	24. To appoint and dismiss the Governance Professional the Board of Directors	✓						
	25. To appoint and dismiss the Governance Professional to a Committee	✓		✓				Each committee
	To appoint the Chair of a Committee		✓	✓	✓			Each committee
	To appoint and remove co-opted Directors	✓						
	To appoint and remove co-opted members of LGB and its subcommittees			✓				
	To establish, approve Terms of Reference for and membership of, and monitor a committee	✓						
	To review at least annually the committee structures and any delegated powers	✓						
	To approve the Scheme of Delegation	✓						
	To approve the Financial Regulations and Procedures	✓						
	To approve the safeguarding policies and procedures for the Trust	✓						
	To approve the Health and Safety policies and procedures for the Trust	✓						
	To approve the "policy grid" for the Trust for all other policies, including the delegations for LGBs	✓						
To approve and circulate the Annual Report	✓							
	To approve Data Protection and Freedom of Information policies and School Management of Records	✓						
	To approve Governors Expenses policy	✓						
	To approve Conflict of Interest Policy	✓						
	To approve Code of Conduct Policy							
HR / staffing	To approve the overall staffing establishment for the academy			✓				
	Establish and ensure accurate payroll management						CFO	
	Appoint the Headteachers	✓ ☀						

		BoD	BoD Com	LGB	LGB Com	HT / AO	CFO / BFM	Other
	Performance management of the Headteachers (including salary)	involved		✓ Lead				
	Approve the commencement of recruitment for posts other than the Headteacher that are within the approved staffing establishment					HT		
	Appoint staff who directly report to the Headteacher				✓ Panel			
	Appoint other teaching staff					HT		
	Appoint other support staff					HT		
	Approve HR policies	✓						
	Implement, monitor, review and propose amendments to the HR policies					HT		
	Suspend or dismiss the Headteacher(s)	✓ ☀						
	Suspend staff (besides the Headteacher)					HT		
	Dismiss staff (besides the Headteacher)					HT		
Student development	Approve any leaving payments (redundancy, dismissal, early retirement) in accordance with academy policy				✓			
	To exclude a pupil (fixed term or permanently)					HT		
	To consult on and determine an admissions policy for the academy			✓				
	To determine who will be offered a place in accordance with the admissions policy				✓			
	To ensure that there is a daily act of collective worship					HT		
	To ensure that the curriculum complies with the legal and Funding Agreement requirements					AO		
	To receive any external assessments of academy performance and any associated Action Plan	✓		✓ Lead				
	To ensure the provision of free school meals to eligible pupils					HT		
	To adopt, implement and review any home – academy agreements					HT		
To approve the curriculum				✓				

Appendix Two: Committee Terms of Reference

General notes

All committees have the following responsibilities. To:

- receive reports from members of staff about matters relating to any of the issues listed in their terms of reference.
- contribute to, monitor and evaluate relevant parts of the academy or Trust self-assessment and improvement / development plans.
- contribute to, monitor and evaluate the policies allocated to them, reporting or making recommendations to the LGB or BoD as appropriate.
- consider recommendations from relevant external reviews for example audit, Ofsted or local authority review, to agree the actions needed to address any issues identified and to monitor and evaluate regularly the implementation of any plan agreed, reporting or making recommendations to the LGB or BoD as appropriate.
- consider the views of students when making strategic decisions that will impact on them.
- consider the impact on equality, and act with regard to the equality duty at all times. This includes referencing the protected characteristics as appropriate and particularly when making recommendations and when reviewing/drafting policies.
- take appropriate action on any other relevant matter referred by the governing body.

The General Equality Duty

In accordance with the Equality Act, whereby The Bentley Wood Trust is a public body, all committees must have due regard to the need to:

- eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by the Act.
- advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it.
- foster good relations between persons who share a relevant protected characteristic and persons who do not share it.

The following are the protected characteristics within the Equality Act:

- Age (not pupils)
- Disability
- Ethnicity and race
- Gender
- Gender reassignment
- Marriage and civil partnership
- Pregnancy and maternity
- Religion and belief
- Sexual identity and orientation

a) Board of Directors

Purpose

The Board of Directors is responsible for:

- ensuring the quality of educational provision within The Bentley Wood Trust.
- challenging and monitoring the performance of each school within the Trust.
- managing the Trust's resources effectively
- appointing the headteacher of each school within the Trust.
- ensuring that the Trust complies with charity and company law.
- operating the Trust and each school in accordance with the Funding Agreements that have been signed with the Secretary of State.
- exercising reasonable skill and care in carrying out their duties.

Membership, Meetings and Quorum

Membership: As set out in Articles 46 and 58 of the Articles of Association.

Quorum: As set out in Articles 117 and 119 of the Articles of Association.

Meetings: At least three a year, in accordance with Article 109 of the Articles of Association. (Meetings may be held remotely.)

Reserved Decisions

The following are Reserved Decisions whereby the Board of Directors would make the final decision and authority is not delegated to any Committee or individual:

- Formal approval of the budget for each academy.
- Approval of the accounts for the previous financial year and Annual Report.
- Approval of any changes to staff terms and conditions.
- Approval of any proposals for other schools to join The Bentley Wood Trust (whether these are existing schools or Free School applications).
- Headteacher and Chief Finance Officer appointments.
- Scheme of Delegation and Financial Regulations.
- Policies relating to health and safety, child protection / safeguarding, and HR policies including whistleblowing.
- Data Protection and Freedom of Information policies and School Management of Records.
- Investment and accounting policies.
- Governors expenses policy.
- Conflict of Interest Policy and Code of Conduct Policy
- Approval of all orders and contracts with a value of £75k and above.

b) Audit Committee of the Board of Directors

Purpose

The role of the Audit Committee is to maintain an oversight of The Bentley Wood Trust's governance, risk management, internal control and value for money framework. It will report its findings annually to the Board of Directors and the Accounting Officer as part of the Trust's annual reporting requirements.

The Audit Committee has no executive powers or operational responsibilities/duties.

Membership, Meetings & Quorum

The membership will consist of three members of the Board of Directors, excluding the Chair of Directors and the Accounting Officer who may not be members of the Committee. The committee may co-opt up to two external members.

The Audit Committee will be quorate if two members are present and 50% of members present are members of the Board of Directors.

27. The Governance Professional for this committee will be appointed by the committee members.

Terms of Reference

The duties of the Audit Committee are to:

- Advise the Board of Directors and Accounting Officer on the adequacy and effectiveness of the Trust's governance, risk management, internal control and value for money systems and frameworks.
- Advise the Board of Directors on the appointment, re-appointment, dismissal and remuneration of the external and regularity auditor.
- Advise the Board of Directors on the need for, and then, where appropriate, the appointment, re-appointment, dismissal and remuneration of, an internal auditor or other assurance provider to ensure that the Trust meets its legal and contractual requirements.
- Advise the Board of Directors on an appropriate programme of work to be undertaken through the audit and assurance processes. This programme of work will be derived from the Audit Committee's regard of the key risks faced by the Trust, the assurance framework in place and its duty to report to the Board of Directors.
- Review the external auditor's annual planning document and approve the planned audit approach.
- Receive reports (annual reports, management letters etc) from the external auditor and other bodies, for example the EFA and NAO, and consider any issues raised, the associated management response and action plans. Where deemed appropriate, reports should be referred to the Board or other committee for information and action.
- Monitor outstanding audit recommendations from whatever source and ensure any delays to implementation dates are reasonable.
- Review the Trust's fraud response plan and ensure that all allegations of fraud or irregularity are managed and investigated appropriately.
- Consider any additional services delivered by the external auditor or other assurance provider and ensure appropriate independence is maintained.
- Meet with the external auditor, without management present, at least annually.

c) Local Governing Body

Purpose

Subject to provisions of these Terms of Reference, the Companies Act 2006, the Articles, the Scheme of Delegation and to any directions given by the Directors, the business of the school shall be managed by the Local Governing Body who may exercise all the powers of the Company within their remit.

Membership, Meetings & Quorum

The membership of the LGB for each school shall be determined by the LGB in accordance with the following principles:

- A minimum size of 9 and a maximum size of 20
- Membership shall include at least:
 - Headteacher, ex-officio
 - At least 1 staff Governors
 - At least 2 parent Governors
 - 1 LA appointed Governor
 - At least 2 community / co-opted Governors

Quorum: Meetings of the Local GB will be quorate if 3 or one-third of Governors are present (whichever is the greater); this provision applies to every part of the meeting.

Meetings: The Local GB will meet once every half term with additional meetings as necessary.

The Board of Directors reserves the right to appoint additional Governors if it has reasonable concerns about the performance of the school. These would be in addition to the existing members of the LGB.

The Board of Directors may terminate the appointment of any Governor whose presence or conduct is deemed by the Directors not to be in the best interests of the Trust or the school.

The term of office of a Governor (excluding Headteacher and any appointed by the Board of Directors) shall be four years. Individuals will be eligible for re-election or re-appointment.

Parent and staff governors shall be appointed by the following process:

- Seeking nominations (including from teaching or support staff only as appropriate).
- If there are fewer nominations than vacancies, the nominees are appointed.
- If there are more nominations than vacancies, an election is held amongst the appropriate group of people (parents, teaching staff, support staff).
- If the need for parent elections does not arise then the appointment should be approved by the Board of Directors.

The Articles of Association requires new Trustees to confirm their eligibility to be a Trustee, and these criteria also apply to governors within multi-academy trusts and members of committees who are not governors or trustees.

The LGB would elect its own Chair and Vice-Chair (and confirm whether these individuals or other LGB members would sit on the Board); the Chair and Vice-Chair must not be employees of the Trust.

Governors of the school must declare conflicts of interest in accordance with the Articles of Association (and the MAT Conflict of Interest Policy) as if they were Directors of the Trust.

Each Governor shall have one vote and shall not be able to vote by proxy. The Chair will have a second and casting vote if necessary. Resolutions can be passed in writing, signed by all eligible Governors, and this will be as effective as if the resolution had been passed at a meeting.

Headteachers and Governors of schools within the trust are invited to attend local governing body meetings of other schools within the trust as observers.

Terms of Reference

The Directors delegate the oversight of the school to the Local Governing Body and delegate to the LGB to make all decisions necessary to provide high quality education within the school subject to the provisions of the Articles, this Scheme of Delegation and the Reserved Decisions.

The Local GB has 3 strategic core functions:

- Ensuring clarity of vision, ethos and strategic direction
- Holding executive leaders/headteacher to account for the educational performance of the organisation/school and its pupils, and the performance management of staff
- Overseeing the financial performance of the organisation/school and making sure its money is well spent

Specifically, the LGB is to:

- Ensure the Child Protections Policy and procedures are being implemented in line with the most recent DfE publication on Keeping Children Safe in Education;
- Approving the special educational needs policy and information report
- Approving the supporting pupils with medical conditions policy
- determine and implement the admissions policy and arrangements for the school in accordance with admissions law and DfE codes of practice;
- implement actions required to comply with statutory regulations and the Funding Agreements;
- determine its committee structure, terms of reference, membership, and endorse the election of the Chair for each sub-committee;

d) BWHS LGB: Curriculum & Achievement Committee

Membership, Meetings & Quorum

The Committee will comprise an agreed number of governors including the Headteacher and, as appropriate, non-voting invitees including lead staff.

Quorum: The quorum for meetings of the Committee is 3 governors.

Meetings: The Committee will meet once every half term with additional meetings as necessary. A register of attendance shall be kept for each meeting and will be published on an annual basis.

Terms of Reference

- Ensuring that the trust's curriculum is balanced, broadly based and effective, using a variety of different sources, such as attainment data regarding the effectiveness of the curriculum, in order to improve the curriculum.
- To revise regularly the policies relating to the curriculum and every child matters and to monitor implementation of these policies as follows:-
 - Behaviour and Exclusions Policy
 - Relationships and Sex Education policy
 - Examination Policies
 - Equality Information and Objectives including Publication of Public Sector Equality Duty
 - Anti-Bullying Policy
 - Assessment Policy
 - Attendance and Punctuality Policy and Targets
 - BTEC Policy
 - Careers guidance and Inspiration Policy and Provider Access Policy
 - Curriculum Policy and Statement of Intent
 - English as Additional Language and New Arrivals
 - Enquiries about results
 - Feedback and Marking Policy
 - Homework
 - Home-school agreements
 - Learning and Teaching
 - Most Able Student Policy
 - Observing Teaching Policy
 - Reward System
 - Substance Use and Misuse
 - Young Carers
- To approve annually the school's Publication of equality information and objectives (Public Sector Equality Duty).
- To keep abreast of National Curriculum developments
- To play a role in the Monitoring, Evaluating and Reviewing of the delivery of the Curriculum.
- Monitoring and approval of the Pupil Premium Strategy including the impact of spending.
- Monitoring of Catch Up Funding
- Monitoring the standards and progress relating to pupils and their learning and the impact of teaching and learning on the levels of attainment.
- Monitoring data in relation to SEND and other vulnerable pupils
- Understanding the targets that have been set and challenging underperformance within the academy against these targets and more general expectations.
- Ensuring that there are effective procedures in place regarding pupil support, attendance and discipline.
- Remaining informed on the attendance rates and ensuring that there are procedures in place to fulfil statutory requirements, especially regarding children missing from education.
- Monitoring safeguarding procedures to ensure a duty of care.
- Monitoring school improvement work, leadership standards and governance effectiveness.

- Ensuring that there are effective procedures in place for the quality assurance of teaching and learning, the curriculum, inclusion and the sharing of good practice across the trust.
- Ensuring that the highest possible standards are set, achieved and maintained.
- Monitoring achievement of the intervention strategies and plans.

e) BWHS LGB: Finance and Site

Membership, Meetings & Quorum

The Committee will comprise an agreed number of governors including the Headteacher and, as appropriate, non-voting invitees including lead staff.

Quorum: The quorum for meetings of the Committee is 3 governors.

Meetings: The Committee will meet once every half term with additional meetings as necessary.

Terms of Reference

Finance

- to ensure the budget reflects the school's improvement plan including the school's specialist status plan.
- to ensure the budget supports the maintenance and development of the site, in line with the Asset Management plan and the school development plan.
- to review the draft budget for agreement by the Local Governing Body and the MAT Board of Directors.
- to monitor the process of the budget regularly and report on the progress of the budget at the termly meetings of the Local Governing Body.
- to review three year financial forecasts each year.
- To ensure knowledge and understanding of The Academy Trust Handbook, and to monitor compliance
- to review DfE and other financial guidelines, as and when appropriate, and report to the Governing Body.
- Review of tenders and contracts awarded
- Consider the content of audit reports and the actions included
- Make sure systems of internal financial control are effective

Premises

- to monitor the planned maintenance programme, reporting to the Local Governing Body.
- to agree a yearly capital development programme and advise the Local Governing Body accordingly.
- to receive annual updates on the Asset Management Plan from the School Manager.
- to ensure the development and continued review of the school's Accessibility Plan.
- to ensure Health & Safety inspections take place on a termly basis.
- to review regularly the lettings policy.
- to keep under review the school's Health & Safety policy, reporting on this item to the Local Governing Body and the MAT Board of Directors annually.

f) BWHS LGB: HR Committee

Membership, Meetings & Quorum

The Committee will comprise an agreed number of governors including the Headteacher and, as appropriate, non-voting invitees including lead staff.

Quorum: The quorum for meetings of the Committee is 3 governors.

Meetings: The Committee will meet once every half term with additional meetings as necessary.

Terms of Reference

- receive the report from the Headteacher on the Suite of HR Policies, consider any recommendations for review and submit the revised policy to the GB and the MAT Board of Directors for approval.
- contribute to and monitor the School Improvement Plan in relation to staffing matters.
- review, at least annually, with the Headteacher, the entire staffing structure of the school and consider the need to recruit to fill vacancies.
- agree arrangements for appointing staff, both teaching and support, (excluding Headteacher and Deputy Headteacher posts) ensuring correct procedures for safeguarding are in place for all appointments.
- monitor, review and evaluate the Suite of HR Policies relating to staffing matters including grievance, capability, discipline, professional development, behaviour, attendance and equal opportunities.
- consider any matters referred to it by other committees or working parties of the GB.
- HT Pay reviews, review of AHT and DHT appraisal paperwork, review all Threshold applicants' paperwork, sample of MPS Paperwork ensuring that the Governing Body's duties are appropriately discharged through the Pay Review Panel.
- Review of the Child Protection Procedures and Policy and make recommendations to the Local GB and the MAT Board of Directors.

g) Aylward LGB: Quality and Standards

Membership, Meetings & Quorum

The Committee will comprise an agreed number of governors including the Headteacher and, as appropriate, non-voting invitees including lead staff.

Quorum: The quorum for meetings of the Committee is 3 governors.

Meetings: The Committee will meet once every half term with additional meetings as necessary.

Terms of Reference

The main responsibilities of this committee are to oversee matters of achievement, standards and inclusion.

- To contribute to, monitor and evaluate relevant parts of the SEF, the school development plan and the policies allocated to them, reporting or making recommendations to the Local Governing Body.
- To oversee the spending of Pupil Premium Funding to ensure appropriate use of funds and monitor impact.
- To monitor and evaluate Catch Up Funding
- To undertake tasks delegated by the Governing Body.

Achievement:

- To monitor and review the attainment, learning and progress of all children in Aylward Primary School. The committee will monitor achievement data in relation to whole school, year groups, and other groups including black and ethnic minority, SEN and other vulnerable learners including those in receipt of Pupil Premium.
- To understand termly progress data on year groups, cohorts, ethnic groups and other groups, and progress data on mobile children since their arrival.
- School report where pupil premiums have helped performance of target groups.
- To review and consider the rigour of the schools' self-evaluation of its performance against national comparators (for example, ASP comparisons with national averages, national thresholds, age-related expectations).
- To report to the Local governing body on pupil achievement and to recommend any action and implications for the school improvement plan.
- To monitor the overall effectiveness of the Early Years Foundation Stage (EYFS), including outcomes, quality of provision and effectiveness of leadership.
- To review the schools' systems for monitoring the quality of teaching and learning. The committee will review the schools' data and its analysis of that data, particularly in relation to consistency across year groups and effective provision for all groups of learners.

Inclusion:

- To raising the profile, and awareness within the school community, of inclusion and the welfare of children.
- To understand progress made by SEND pupil groups and narrowing of the gap for these children.
- To champion vulnerable groups of learners, evaluate the effectiveness of provision for them, including the effectiveness of any intervention strategies, and monitor their outcomes.
- To consider and advise the governing body on matters relating to the school's curriculum, including statutory requirements and the School's Curriculum Policy.
- To consider curricular issues which have implications for financial, personnel, pupil groups or premises decisions and to make recommendations to the Finance & Premises work stream or the Governing Body.
- To monitor the school's data for attendance, behaviour and participation in clubs and extended school activities in relation to groups, SEN and vulnerable learners.

Safeguarding:

- To evaluate the effectiveness of policies and procedures, including requirements specific to the Early Years Foundation Stage.
- To ensure all the schools partnerships with other services and in the local community reflect the Staying Safe agenda.
- To review policy on behaviour and associated policies, for example anti-bullying, and evaluate their implementation and outcomes.
- To evaluate how safe children, feel, listen to the views of pupils and evaluate the extent to which these are taken into account.

Pupils, Parents and Families:

- To evaluate the school's contribution to pupil well-being and the care, guidance and support given to pupils and families.
- Review policy on attendance and monitor and evaluate its outcomes.
- To review the engagement of parents with the school, parental views and how these are taken into account, and consider ways in which home-school links can be further developed, making appropriate recommendations.
- To monitor the effectiveness of communications with parents including statutory requirements, such as the prospectus, school profile, complaints policy, home-school agreement.
- Review and Evaluate the Equality Objectives under the Public Sector Equality Duty (PSED).

In fulfilling these roles, the Committee will be responsible for leading or undertaking the following aspects of the Local Governing Body's work:

- Performance & outcomes data, leading the work on reviewing ASP data on an annual basis, and other termly progress performance data and analysis as appropriate for each year.
- Achievements/curriculum elements of the school improvement plan, ensuring governors are linked to specific aspects of the schools' improvement plans which informs their visits to the schools and discussions with staff, and to oversee arrangements for Governor involvement in formulating and monitoring the School Improvement Plan.
- Inclusion incorporating advice from the statutory SEN/Safeguarding Governor and working in conjunction with the Local GB in relation to policies and setting budgets.
- Quality of teaching to gain feedback from observations and learning walks from the HT and/or SLT and monitor this with pupil progress data.
- Pupil, school and parent partnership, ensuring the school communicates effectively with pupils, parents and families and continues to review the engagement with parents.

h) Aylward LGB: Finance and Premises Committee

Membership, Meetings & Quorum

The Committee will comprise an agreed number of governors including the Headteacher and, as appropriate, non-voting invitees including lead staff.

Quorum: The quorum for meetings of the Committee is 3 governors.

Meetings: The Committee will meet once every half term with additional meetings as necessary.

Terms of Reference

The main responsibilities of this committee are to oversee matters of finance.

- To contribute to, monitor and evaluate relevant parts of the SEF, the school improvement plan and the policies allocated to them, reporting or making recommendations to the Local governing body or the MAT Board as appropriate.
- To undertake tasks delegated by the Governing Body.
- To maintain strict confidentiality.

Finance:

- Validate, challenge and approve the school's annual budget and income for final agreement by the MAT Board.
- Review and agree the updated management accounts as a running item on the agenda, including income and expenditure summary to keep abreast of the current financial position of the school.
- In consultation with the Headteacher agree longer-term financial plans, having regard to roll projection and signals from central government and the LA, regarding future years' budgets and models provided by the Headteacher.
- Monitor the current year budget including pupil numbers and the impact on funding.
- To agree the draft budget and 3-year financial plan for final approval by the MAT Board.
- Review the budget position at least termly and report significant anomalies, such as, budget overspends and underspends, from the anticipated position to the Governing Body and the MAT as necessary
- To receive a summary of the key variances and virements re budget overspends and underspends and consideration of any mitigating action.
- To consider recommendations from relevant external reviews, for example, school audits, Ofsted or local authority reviews, to agree the actions needed to address any issues identified and to monitor and evaluate regularly the implementation of any plan agreed, reporting or making recommendations to the Local governing body.
- To ensure that the school operates within the Financial Regulations of the Academy, the Funding Agreement and the Academy Trust Handbook
- To monitor expenditure of all voluntary funds kept on behalf of the Governing Body.
- To annually review charges and remissions policies.
- To annually review all staff, pay scales and other extra payments for affordability constraints. To be discharged through the Pay Review Panel.
- Consider decisions in respect of service agreements
- Assess recommendations on expenditure from the Head or other elements of the Finance & Premises Committee or other Committees work streams.
- To determine whether sufficient funds are available for pay increments as recommended by the Headteacher; to be discharged through the Pay Review Panel.
- In the light of the Headteacher Performance Panel recommendations, to determine whether sufficient funds are available for increments; to be discharged through the HT Performance Panel.

School Buildings:

- To consider spending priorities, including Health and Safety, for the maintenance and development of the school's premises including the school grounds.

- To establish and keep under review an Accessibility Plan (including the Action Plan)
- To ensure, as far as is practical, that all Health and Safety issues are appropriately prioritised.
- To ensure appropriate arrangements are in place for repairs and maintenance.
- To make recommendations to the Governing Body on premises-related expenditure and seek MAT Board approval on all orders and contracts with a value of £75,000 and above.
- To oversee arrangements, including Health and Safety, for the use of school premises by outside users, subject to Governing Body policy.
- To establish and keep under review all building development plans and school building work and/or decoration work aimed to improve the learning environment.
- To keep the health and safety and emergency procedures and policies under review, ensuring that necessary checks and assessments are carried out and prioritised for action.
- In fulfilling these roles, the Committee will be responsible for leading or undertaking the following aspects of the Local Governing Body's work:
 - Resources policies, reviewing and discussing in detail, proposed new and updated policies relating to premises and health & safety.
 - Premises, H&S through support and challenge on H&S issues and the establishment of GB sub-committee on major works.
 - Resources policies, reviewing and discussing in detail, proposed new and updated policies relating to finance and health & safety.
 - Budget setting, monitoring & review through support and challenge to the Heads through budget setting process, ongoing monitoring to informing Local GB discussions as appropriate.

i) Aylward LGB: HR Committee

Membership, Meetings & Quorum

The Committee will comprise an agreed number of governors including the Headteacher and, as appropriate, non-voting invitees including lead staff.

Quorum: The quorum for meetings of the Committee is 3 governors.

Meetings: The Committee will meet once every half term with additional meetings as necessary.

Terms of Reference

- To draft and keep under review the staffing structure in consultation with the Headteacher and make appropriate recommendations to the Governing Body in relation to the budget and the school development plan.
- To keep under review appropriate staffing policies and procedures (Suite of HR Policies) - to include appointment, grievance, discipline, redundancy, capability, sickness absence; performance management, code of conduct, safe recruitment, whistle blowing, pay and conditions of employment, and ensure staff are consulted and informed appropriately.
- To ensure procedures for staff appointment meet Safer Recruitment expectations and that all recruitment panels include someone with SR training.
- To keep under review staff work/life balance, working conditions and well-being, including the monitoring of absence and staff turnover.
- To monitor provision for PPA time for all teachers.
- To make recommendations on staffing related expenditure to the Governing Body.
- To consider any appeal against a decision on pay grading, pay awards or paid leave.
- To monitor the impact of equalities and diversity policies on staff recruitment and retention.
- To understand correlation between staff pay and pupil performance monitored based on anonymised data on salary. Committee is notified by heads of any approved threshold applications and progressions of teachers to UPS2 and UPS3.
- To be aware that all staff have objectives set and these are in line with school priorities. Committee is aware that staff interim review meetings are taking place with a report on their extent and progress.
- To review a table of number of staff at different levels and is aware if any salary increases are performance related.

In fulfilling these roles, the Committee will be responsible for leading or undertaking the following aspects of the Local Governing Body's work:

- Personnel policies, reviewing and discussing in detail, proposed new and updated policies relating to staffing & appraisal.
- Staffing & recruitment through support and challenge to Heads on staffing structures, assistance with recruitment, completion of 'Safer Recruitment' training.
- HT Pay reviews, review of AHT and DHT appraisal paperwork, review all Threshold applicants' paperwork, sample of MPS Paperwork ensuring that the Governing Body's duties are appropriately discharged through the Pay Review Panel.