

Scheme of Delegation For September 2022

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***“The Auriga Academy Trust aims to provide
outstanding special needs education for the local community
close to where people live”***

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1. Multi Academy Trust Board Scheme of Delegation (SofD)

Diagram 1: Governance Structure for The Auriga Academy Trust

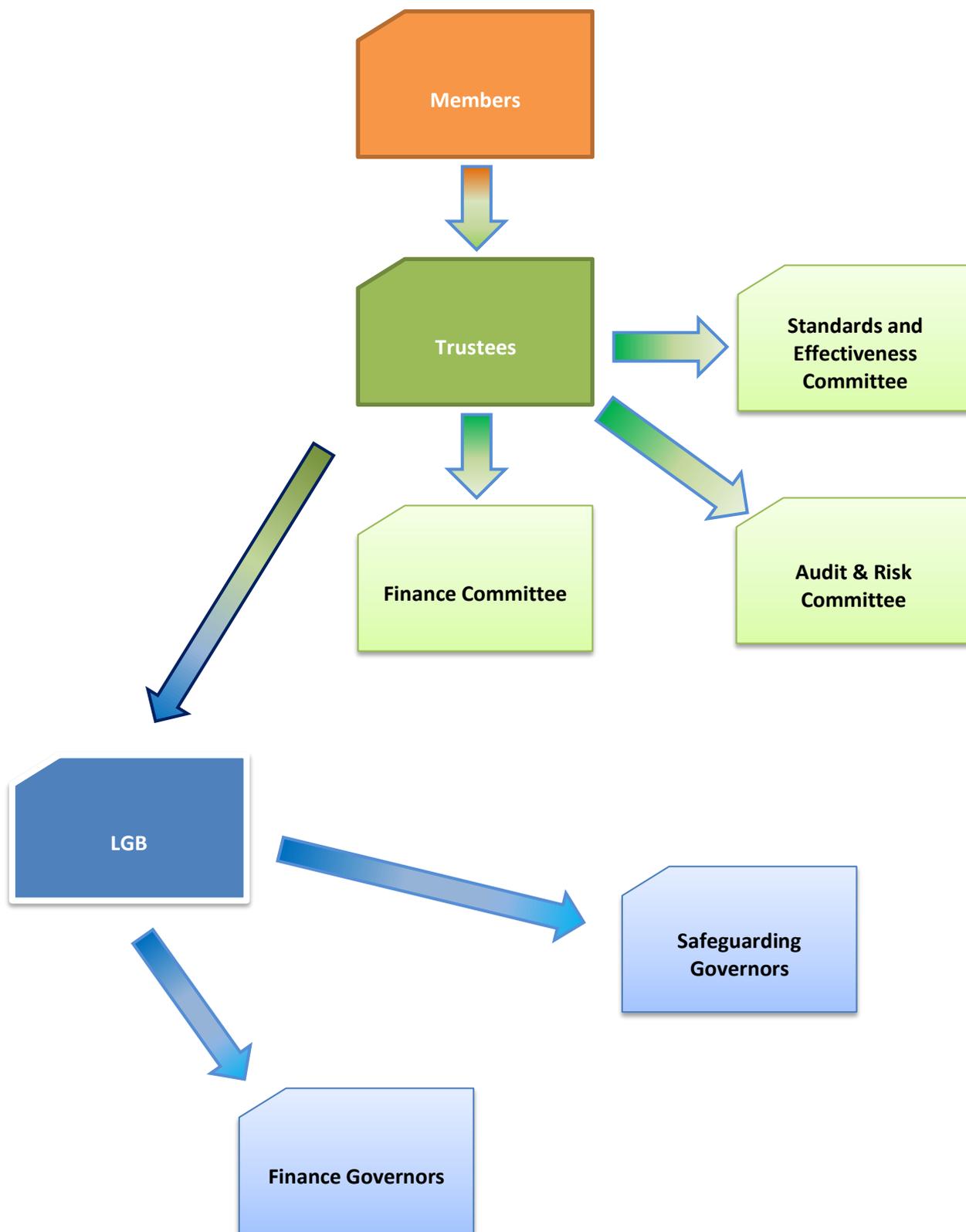
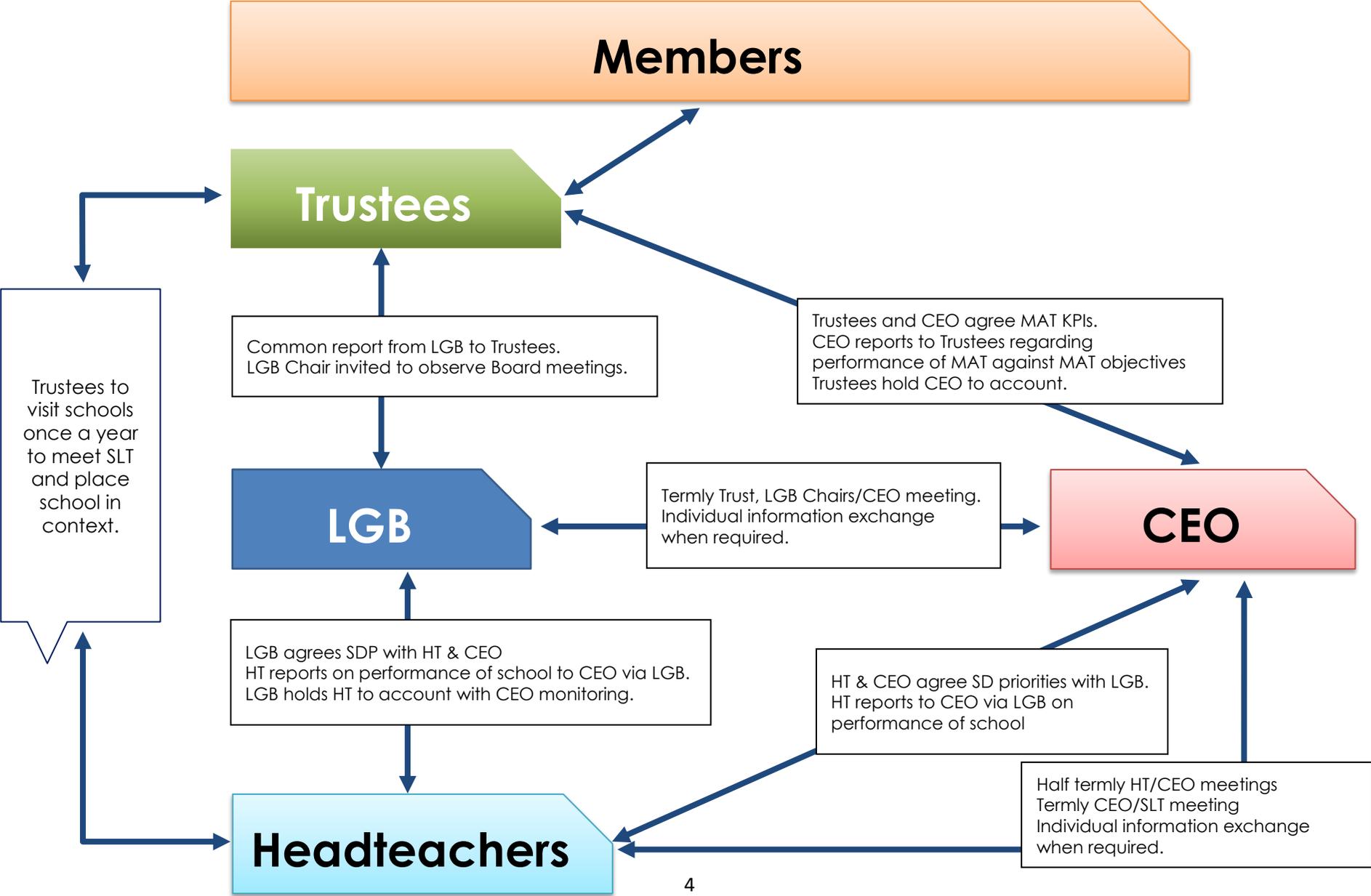


Diagram 2: Relationship Diagram



1. Introduction and general principles

In a Multi Academy Trust there is only one legal entity accountable for all the Schools (Academies) within the Trust, i.e., the Multi Academy Trust ("MAT"). The MAT has one set of Articles of Association which govern all the Schools in that Trust. The MAT has a Master Funding Agreement with the Secretary of State. Each School also has a Supplemental Funding Agreement. The AURIGA Academy Trust is the statutory body for all the schools in the MAT. The Secretary of State for Education has entered into an agreement with **The AURIGA Academy Trust** to run the schools in the Trust and therefore the Multi Academy Trust Board ("the Trustees") is responsible for the standards and operation of all Schools in the Trust.

In drawing up this Scheme of Delegation the trustees wish to explicitly focus on maintaining the individual character of the special schools within the Trust as Academies with strong and effective Local Governing Boards (LGBs) working closely to support and challenge their Headteachers in the management of the Schools, acting as critical friends.

The core structure for the Board of Trustees and its sub-committee is set out in Diagram 1.

The trustees may delegate the authority to make certain decisions to a LGB or other committee and must approve the membership and proceedings of any LGB or committee, with due regard to the requirements of the Articles of Association of The AURIGA Academy Trust. Only the trustees can take decisions on the delegation of powers, including the establishment of local governing boards or committees, the approval of terms of reference, the appointment of trustees and governors, or non-governors to any committees, or the delegation of any powers to a LGB or committee or an individual, or any changes to previous agreements. The trustees must also agree any proposed changes to the terms of reference, constitution and membership of any LGB, committee or sub-committee annually.

Details of delegation and accountability can be found in Table of Accountability and Delegation below

This scheme of delegation has been developed to clarify the responsibilities and powers of trustees, governors and staff employed at the school in respect of key aspects of the management of the Trust and its Schools and to ensure compliance with legal requirements.

This Scheme of Delegation has been drafted in accordance with the following general principles:

- Every pupil has the right to the highest quality academic, social, emotional and physical education.
- The trustees and Local Governing Boards will work collaboratively and in partnership at all times.
- The partnership will value and respect each school's distinctive ethos and identity.
- The trustees will make decisions, following consultation with LGBs, on matters which affect all schools in the trust. LGBs will make decisions on matters which affect individual schools, having regard to the overarching Trust ethos and strategic plan.
- LGBs and Headteachers will have maximum delegation of responsibility and decision making regarding the day-to-day operation of their schools unless there is a cause for concern.
- The trustees will put in place effective arrangements for monitoring and evaluating the performance of LGBs and schools.
- The trustees will take action, including the full or partial withdrawal of delegated authorities to individuals, groups and LGBs should the individual, group, or LGB, fail to carry out their duties and responsibilities effectively.
- The trustees will fully consult LGBs on proposals for the composition, membership, structure, and terms of reference for LGBs and sub-committees and on plans to introduce adjustments to the trust's multi-academy governance arrangements before any decisions are made.
- Headteachers and LGB Chairs will be invited to Trust Board meetings as observers.
- Each academy that joins the Trust has its own Governing Board, with the exception of any free school created under the Trust whereby a transitional governance arrangement will be made to ensure consistency of principles and practices across the Trust. Through the agreed Scheme of Delegation, the Governing Board is empowered to make decisions in the best interests of the pupils and students and the community it serves.

This Scheme of Delegation sits alongside the wider suite of MAT policies which cover all financial delegations and the suite of protocols through which the Trust operates that further define individual and collective roles and responsibilities, and therefore are not repeated here.

The delegations set out in this scheme are delegated to the specific committees and any individuals unless otherwise directed or agreed by the trustees. Delegations cannot be exercised other than by the designated committee or individual unless otherwise directed or agreed by the trustees.

2. Scope and applicability

This Scheme of Delegation outlines the framework for decision making within The Auriga Academy Trust. It applies to all trustees, members of LGBs, and staff.

3. The Articles of Association

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 trustees who may exercise all the powers of the Company.
- **Clause 100:** Subject to these Articles, the trustees may appoint separate committees to be known as Local Governing Boards 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 trustees. The establishment, terms of reference, constitution, and membership of any committee of the trustees shall be reviewed at least once in every twelve months. The membership of any committee of the trustees may include persons who are not trustees, provided that (with the exception of the Local Governing Boards) a majority of members of any such committee shall be trustees. Except in the case of a Local Governing Board, no vote on any matter shall be taken at a meeting of a committee of the Trustees unless the majority of members of the committee present are trustees.
- **Clause 105:** The trustees may delegate any of their powers or functions to any Trustee, committee (including any Local Governing Board), the Chief Executive Officer 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 trustees may impose, and may be revoked or altered.
- **Clause 106:** Where any power or function of the trustees has been exercised by any committee (including any Local Governing Board), any trustee, the Chief Executive Officer or any other holder of an executive office, that person or committee shall report to the trustees in respect of any action taken or decision made with respect to the exercise of that power or function at the meeting of the trustees immediately following the taking of the action or the making of the decision.
- **Clause 107:** The trustees shall appoint the Chief Executive Officer of the Academies. The trustees may delegate such powers and functions as they consider are required by the Chief Executive Officer for the internal organisation, management, and control of the Academies (including the implementation of all policies approved by the trustees and for the direction of the teaching and curriculum at the Academies).

The Board of Trustees cannot delegate any functions relating to:

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

4. Definitions and Responsibilities under the Scheme of Delegation

The Auriga Academy Trust is a charitable company and is responsible for the strategic direction of the MAT and has 2 layers of governance: the members of the trust and the board of trustees.

The following definitions and responsibilities will apply:

Members

The members are akin to shareholders and exercise oversight over the direction and running of the MAT, holding the Trust Board to account for the effectiveness of their governance. The members enter into the funding agreement with the Secretary of State and are legally responsible both to the Secretary of State and to parents and pupils/students for the running of the Trust and the academies within the Trust. They are also responsible for holding the trustees to account for the running of the Trust.

The members of the Academy Trust are responsible for:

- Overseeing the achievement of the objectives of the charitable company;
- Taking part in annual and extraordinary general meetings;
- Appointing and/or removing trustees;
- Reviewing the company's financial accounts and annual report;
- Changes to the Articles.

Trustees

The MAT Board of Trustees, fulfilling the role of both directors under company law and trustees under charity law, exercise the powers and carry out the duties of the MAT. The trustees are responsible to the members of the MAT as well as the parents, pupils, and staff at the academies.

The trustees are responsible for the three core governance functions -

- Setting the strategic direction of the Trust and the academies within the Trust ensuring quality of education provision;
- Through the CEO and LGBs, holding the Headteachers to account for the performance of the school;
- Ensuring financial probity and compliance with charity and company law and the academy trust's funding agreement.

Trustees are required to work with the LGBs to ensure the quality of education and financial management provided at each academy. To achieve this it is recognised that there is the need for an effective Board of Trustees with strong sub-committees to

- Provide support on strategy, business planning and direction;
- Support financial planning;
- Enable resources to be used more effectively;
- Seek efficiencies in e.g. procurement;
- Provide "umbrella" services more efficiently;
- Ensure compliance with legal and statutory obligations.

The MAT Board of Trustees can delegate to any committee, governor, the Headteacher or any other holder of an executive office, any of its powers or functions, subject to any prescribed restrictions imposed by them and management of conflicts of interest. The establishment, terms of reference, constitution and membership of any committee must be reviewed every 12 months.

Three committees operate under The AURIGA Trust Board:

- 1) The **Audit and Risk Committee** provides oversight of internal controls and risk management.
- 2) The **Standards and Effectiveness Committee** monitors individual academy performance and improvement, and pupil welfare
- 3) The **Finance Committee** focuses on finance matters.

In addition to the above Committees the Board of Trustees may deem it appropriate to form special project groups in order to focus on key issues impacting the Trust.

Local Governing Boards (LGBs)

Each LGB is made up of representatives from the respective schools and their local communities, including two or more elected parent governors. Where schools are not able to recruit parents of current pupils, they should seek to secure governors who can provide a parental perspective. The local governors support the trustees to deliver strategic management and operational oversight at their respective schools.

The local governors, working with the Headteacher and senior staff are responsible for:

- Challenging and supporting the agreed vision of the MAT.
- Reporting to the trustees on the provision of education at the academy.
- Providing a strategic overview and a monitoring role in connection with the academy.
- Monitoring and challenging delegated budget spending.
- Acting as a critical friend to the Head Teacher.
- Representing the views of the community

There will be no Standing Committees for LGBs. Each local governing board may propose changes to the governance needs of the School and the Trust but will adhere to the following:

There will be no standing committees. Instead, there will be Lead Governors for Finance and for Safeguarding,

All other delegated responsibilities will be held by the LGB as a whole.

When deemed necessary by the LGB and Trust Board, a working group will be formed to fulfil specific responsibilities (e.g., teacher appraisal) or when the need arises (e.g. for an expansion building project)

1. LGBs will identify two Governors to act as **Safeguarding Governors** to take leadership responsibility for their school's safeguarding arrangements. These governors must undertake an appropriate level of training (Safeguarding Level 2 minimum) One or both governors will meet termly with the school DSL and will report back to the Full Governing Board.
2. LGBs will identify two Governors to act as **Finance Governors** with appropriate skills and knowledge. One or both Governors will meet quarterly with the Head Teacher & Finance Director to review the management accounts, holding the Headteacher to account for the budget spending plans. The Governor(s) attending will be responsible for reporting back to the Full Governing Board.

LGB members are not trustees of the Trust. However, for each school the Headteacher and Chair of Governors will be invited to Trust Board meetings as observers and, on occasion, in order to provide specific information to the Trust. The views from LGBs will be sought by the Trust Board in all strategic decision making, facilitated by regular meetings of Trust and LGB chairs and vice-chairs with the CEO.

Meetings of the Trust and LGB Chair with the CEO will be held termly and as required

Where responsibility is delegated to a local level, it is the Trust as the legal entity (not the LGB) that is ultimately accountable, for example in terms of finance and performance, and as the employer of staff.

Headteachers and Staff

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

The Headteacher, Senior Leadership Teams and staff are accountable to the LGB and trustees for the School's performance. The Headteacher will comply with any reasonable direction by the LGB or Trustees when acting on the Trust's behalf. The Headteacher will agree and monitor appropriate delegations of authority with other staff.

Headteachers will meet with the CEO each half term and as required.

The Headteacher is responsible for:

- The internal organisation, management, and control of their School,
- Advising on and implementing the Trust's strategic framework,
- Implementation of all policies approved by the Trustees or LGB,
- For the direction of the teaching and the curriculum at the academy.

Key Performance Indicators

Area 1 KPIs – Trust Board, Governance and Strategy	Evidenced by	Responsibility
Scheme of Delegation is followed accurately and fully.	Annual Review undertaken by Audit & Risk	TB/CEO
All Members and Trustees understand their duties as company directors and charity trustees as laid out in the Companies Act 2006 and Charity Commission guidance as exemplified in a skills audit.	Ongoing review of Trustee induction Annual Trustee self evaluation. Annual confirmation that Trustees have read the Academies Trust Handbook	A &R
Trust and all academies have a full complement for their Board/Local Governing Boards, with an appropriate set of skills and experiences and evidently carry out their responsibilities.	Membership lists - GIAS Trust/LGB Self Evaluation	TB/CEO

Area 2 KPIs – Staffing	Evidenced by	Responsibility
Staff sickness absence is below 5% in all campuses of all academies(contextualised to allow for any unavoidable absence due to long term sickness or accident)	Trust staff report	Trust HR to report CEO to work with HTs and HR to address absences
100% of successful recently qualified teachers (<3 years post qualification) will be retained within MAT academies or within teaching if re-locating.	Exit interviews Staff Report	Trust HR / FD
Development opportunities are made available to staff to work across academies in the MAT.	CEO Report	CEO
Exit interviews indicate positive reasons for Staff exit in all campuses of all academies.	Staff Report Exit interviews	Trust HR / FD
>90% of staff indicate they are happy to come to school (in staff survey)	Staff Survey	Individual schools responsible for carrying out staff surveys, CEO & HT & HR & LGBs & TB to consider responses and implications...

Area 3 KPIs – Finance	Evidenced by	Responsibility
All schools budgets are balanced and expenditure is as planned.	Trustee review of Management Accounts	Trust Finance / FD
All pupil places are filled or there is clear activity to secure placements.	HT Reports	HoS CEO

Ensure economy, efficiency and effectiveness over the use of Trust funds (value for money)	Internal Scrutiny Review External Audit	Trust Finance / FD
Zero red flags in annual audited accounts	External Audit	Trust Finance / FD
All statutory returns submitted on time (Companies House / DfE)	ESFA compliance Internal Scrutiny External Audit	Trust Finance / FD
Staffing percentage as a total budget is no more than 80 - 87%. Listed.	Management Accounts KPI	Trust Finance / FD

Area 4 KPIs – Risk Management	Evidenced by	Responsibility
Risks managed by Risk Owners and Risk Register updated in real time.	Trust minutes	Risk Owner
Risks actively monitored by A & R Committee and Trust Board.	Trust minutes	A & R, TB

Area 5 KPIs – School Improvement	Evidenced by	Responsibility
All academies are at least good and evidently working to improve their provision for all pupils and their Ofsted inspection rating.	<ul style="list-style-type: none"> School Self Review documents Headteacher reports, including anonymised data from lesson observations and performance management systems Reports from other School Leaders (e.g. PE for Sport Premium Grant) CEO Reports External validation from SIP Peer review from other schools Ofsted report 	Headteachers, LGBs, CEO
Progress and standards indicators, where they exist, are at least in line with national averages for all groups of pupils in similar academies- indicating a high quality of provision.	<ul style="list-style-type: none"> In-school tracking data KS2 performance in the core subjects Progress against appropriate measures GCSE points score across individual subjects 	Headteachers, LGBs, CEO
All school's curricula maintain breadth and support learners to develop skills required for independent living and positive community engagement.	<ul style="list-style-type: none"> Leavers destination data External validation from SIP Peer review from other schools Ofsted report Where possible tracking school leavers long term pathways 	Headteachers, LGBs, CEO
The percentage of teachers across the MAT whose teaching is good or outstanding is at least 90% (excluding ECF Teachers?)	<ul style="list-style-type: none"> Monitoring data as above 	Headteachers, LGBs, CEO
That the Pupil Premium Grant is used effectively to ensure disadvantaged pupils make progress	Monitoring data as above PPG Report	Headteachers, CEO

so in line with their peers or above any local/national comparable attainment data (Pupil Premium)		
That the Sports Premium Grant is used effectively to contribute towards the health and wellbeing of our pupils (Sports Premium)	Monitoring data as above Sports Premium Report	Headteachers, CEO
School attendance data is above national average for special schools and for individual PAs is improving with corresponding % of pupils being PA declining in each school.	Data in Headteachers' reports	Headteachers, CEO
Schools have a decrease in the numbers of fixed term and permanent exclusions. (Behaviour and Attitudes)	Data in Headteachers' reports	Headteachers, CEO
Leadership at least Good in all schools.	<ul style="list-style-type: none"> • School Self Review documents • Headteacher reports, including anonymised data from lesson observations and performance management systems • Reports from other School Leaders (e.g. PE for Sport Premium Grant) • CEO Reports • External validation from SIP • Peer review from other schools • Ofsted report 	Headteachers, LGBs, CEO

Area 6 KPIs – Student Voice, Family & Community	Evidenced by	Responsibility
Parent, staff and pupil surveys data illustrates satisfaction	Surveys Any external accreditation e.g. SSAT Parent Engagement accreditation	HTs
Parental engagement at high level in school schools (as identified by each school)	Family Worker reports, Annual Review attendance	HT
Community engagement:	Residential opportunities Any external accreditation e.g. Rights Respecting Schools Number of pupils having work experiences opportunities Increase in variety of work experience opportunities Numbers of pupils attending community based activities – curriculum Increase in variety of community based activities – curriculum	HT CEO
Requests for Outreach and responses are logged and reported	ASC Lead report CEO Report	CEO

Area 7 KPIs – Premises, ICT and Health and Safety	Evidenced by	Responsibility
All schools are fully compliant with health and safety, safeguarding and other statutory requirements	Trust Estates Report Safeguarding Lead reports & audits H&S Assessments and audits External H&S Monitoring	Trust Estates Coordinator / FD / HTs / CEO

Terms of Reference – SUMMARY

TRUST

- 2.1. Terms of Reference – BOARD of TRUSTEES
- 2.2. Terms of Reference – Audit and Risk Committee
- 2.3. Terms of Reference – Standards and Effectiveness Committee
- 2.4. Terms of Reference – Finance Committee

LOCAL GOVERNING BODY

- 2.5. Terms of Reference – LOCAL GOVERNING BODIES (LGBs)
- 2.6. Terms of Reference – Finance Governors
- 2.7. Terms of Reference – Safeguarding Governors

2.1 Terms of Reference – BOARD of TRUSTEES

Purpose

The Board of Trustees is responsible for:

- set the vision and strategic direction of the Trust ensuring the quality of educational provision within The AURIGA Academy Trust, holding the executive officers and senior school leadership to account by challenging and monitoring the performance of each school within the Trust
- overseeing the financial performance of the Trust in accordance with the Academy Trust Handbook,
- operating the Trust and each school in accordance with the Funding Agreements that have been signed with the Secretary of State
- managing the Trust's resources effectively, including premises, IT, and assets, including disaster recovery/business continuity
- appointing the Headteacher of each school within the Trust
- ensuring that the Trust complies with charity and company law
- exercising reasonable skill and care in carrying out their duties

Membership, Meetings and Quorum

Membership: As set out in **Articles 45** and **46** 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.

Reserved Decisions

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

- Approval of the overall Academy Trust 'Annual Plan', based upon the proposals from each school (i.e. the educational, financial, operational objectives for the forthcoming academic year), including any proposed spending of individual school reserves. **(1i)**
- Approval of the accounts for the previous financial year and Annual Report. **(1i)**
- Formal response to any external inspection of the Trust or any academy within it that makes recommendations (which could be Ofsted, Audit, ESFA etc).
- Approval of any changes to staff terms and conditions, and any significant restructuring proposals.
- Approval of any revenue funded contracts worth more than the lesser of £100k or 3% of the General Annual Grant for the school, or where the LGB considers that there are particular implications (such as TUPE, termination clauses etc) that should receive Board approval.
- Approval of any change to the nature of provision at any academy (i.e. size, age-range, SEN), including Free

- School applications.
- Headteacher appointments.
- Scheme of Delegation and Financial Procedures.
- Policies relating to health and safety, child protection / safeguarding, and staffing.

Terms of Reference- Finance

1. To ensure compliance with the Education & Skills Funding Authority's (ESFA) Academies Financial Handbook and the schools funding agreement with the ESFA.
2. Consider and monitor regularly each school's short-term and long-term revenue and capital budget and financial planning (including cash management) to ensure the school's long-term sustainability (3-year budget plan). Ensuring there is a recovery plan should the budget go into deficit; equally, that there is a spending plan should the budget have a surplus.
3. To determine the level of any reserves, contingency funds or balances to be held by the Trust and its academies, ensuring the compatibility of all such proposals with the development priorities set out in the Trust Business Plan.
4. To receive and scrutinise each school's annual budget and forecast. Approval/non-approval of the school's budget will be determined by the Trust Board.
5. To monitor and review income and expenditure against budgets and forecasts on a regular basis and ensure compliance with the overall financial plan for each school. Management accounts will be supplied monthly for review to Trustees and formally reviewed at each Trust Board meeting.
6. To review and approve any material virements (changes of allocations between budget headings) and other transactions in accordance with the Trust's Finance Policy and Scheme of Delegation.
7. To review and approve updates to financial policies in accordance with the policy review schedule.
8. To review and approve the Trustees' report and financial statements to form part of the annual report and financial statements of the Trust for filing in accordance with Companies Act and Charity Commission requirements.
9. To monitor income generation for the schools in the Trust, including lettings income, grants, fund raising and sponsorship opportunities and support the work of local PTAs/Parents Associations/Friends in their fundraising activities.
10. Provide a clear, practical expression of the school's achievement of best value in accordance with the Best Value Policy.
11. Oversee the procurement of material contracts for services to the school in accordance with the Trust Finance Policy.

Schedule of Agenda Items / Annual Programme of Work:

<p>Standard Agenda Items</p> <p>Apologies Declaration of Interests Minutes & Matters Arising Safeguarding Risk Register Review Committee Reports: Finance, Audit & Risk, Standards and Effectiveness, Strategic Report/Information from CEO including School Performance and HR/Personnel updates Policy Amendments</p>
<p>Autumn Term 1 (end 22 Oct)</p> <p>Appointment of Chair & Vice Chair Review and agree the Scheme of Delegation, including the Governance Terms of Reference Update on year end position and review of management accounts against revised budget to 30 Sept (P1). Receive updates on School Performance for previous year (including external exam results) Discuss and agree timing of Annual Report & accounts review. To approve applications from teachers to be paid on the Upper Pay Range/HT Progression</p>
<p>Autumn Term 2 (end 17 Dec)</p> <p>Review and Formally Sign off Management Letter Agree timing and format of AGM</p> <p>Note appraisal outcome of HTs, CEO and FD and approve annual pay progression</p> <p>Estate Management update including ongoing building projects, premises issues and H&S. Review Management Accounts against Revised Budget to 30 Nov (P3) <i>Key dates:</i> <i>XX Sep – Companies House Confirmation First Time 68*</i> <i>2 Nov – Autumn census closes (Census date 8 Oct)</i> <i>2 Dec – Staff Census closes (Census date 3 Nov)</i> <i>31st Dec – Deadline for submitting audited accounts to ESFA</i></p>
<p>Annual General Meeting</p> <p>Approval of Year End Financial Statements</p>
<p>Spring Term 1 (end 11 Feb)</p> <p>Review Management Accounts against Revised Budget to 31 Dec (P4) <i>preliminary numbers for P5 may be presented.</i></p> <p><i>Key dates:</i> <i>28 Jan - Complete and submit the land and buildings collection tool</i> <i>31 Jan – Deadline to publish audited accounts on website.</i> <i>15 Feb – Spring census closes (Census date 19 Jan)</i> <i>23 Feb - Complete and submit the audited accounts return (prepared by external auditors)</i></p>
<p>Spring Term 2 (end 1 Apr)</p> <p>Review Management Accounts against Revised Budget to 28 Feb (P6). Estate Management update including ongoing building projects, premises issues and H&S. Review and approve submission of school resource management self-assessment tool.</p> <p><i>Key dates:</i> <i>15 Mar - Trusts complete and submit the school resource management self-assessment tool (SRMSAT).</i></p>
<p>Summer Term 1 (end 27 May)</p> <p>Review Management Accounts against Forecast to 30 Apr (P8). Review and approve submission of ESFA Budget Forecast Return.</p> <p><i>Key dates:</i> <i>18 May – Trust Budget forecast return outturn deadline based on results to 30 Apr (P8)</i> <i>31 May – Deadline for filing audited accounts with Companies House.</i></p>
<p>Strategy Day (July)</p>

Summer Term 2 (end 22 Jul)

Review Management Accounts against Forecast to 30 Jun (P10).

Review and approve final budget and 3 Year Budget Forecast.

Annual report on therapy provision.

Estate Management update including ongoing building projects, premises issues and H&S.

Agree meeting schedule for next academic year

Key dates:

14 June – Summer census closes (Census date 18 May)

27 July - Budget forecast return three year (BFR3Y) deadline

31 July – Trade Union Facility Time Reporting [The Trade Union \(Facility Time Publication Requirements\) Regulations 2017.](#)

2.2 Terms of Reference – AUDIT and RISK COMMITTEE

The role of the Audit and Risk Committee is to maintain an oversight of the trust's governance, risk management, internal control and value for money framework.

This committee will report its findings annually to the Board of Trustees and the Accounting Officer as part of the Trust's annual reporting requirements.

This committee has no executive powers or operational responsibilities/duties.

Membership, Meetings and Quorum

The membership will include a minimum of 4 Trustees none of whom should be Trust employees. Additionally, the CEO, FD will attend meetings in an advisory, non-voting, capacity. The Chair of Trustees will not sit on this committee. Headteachers of the respective Trust schools may attend as observers and/or when requested.

Quorum: Will be 3 trustees. The Chair holds the casting vote.

Meetings: At least termly, more often if required.

The clerk for this committee will be appointed by the committee members.

Terms of Reference – Audit & Risk

1. Advise the Board of Trustees and Accounting Officer on the adequacy and effectiveness of the Trust's governance, internal control and value for money systems and frameworks.
2. Regularly review the ratings and responses on the risk register and report to the board on the effectiveness of risk management.
3. Advise the Board of Trustees on the appointment, re-appointment, dismissal and remuneration of the external and regularity auditor.
4. Advise the Board of Trustees 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.
5. Advise the Board of Trustees on the institution of audit and assurance programmes that they deem to be necessary and appropriate. This programme of work will be derived to meet all statutory requirements and from the Audit Committee's regard of the key risks faced by the Trust, the assurance framework in place and the committee's duty to report to the Board of Trustees.
6. Review the external auditor's annual planning document and approve the planned audit approach.
7. Receive reports (annual reports, management letters etc) from the external auditor and other bodies, for example the ESFA 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.
8. Monitor outstanding audit recommendations from whatever source and ensure any delays to implementation dates are reasonable.
9. Reviewing the reports of the Internal and external Auditors on the effectiveness of the financial procedures and controls. These reports must also be reported to the Board. Review the Trust's fraud response plan and ensure that all allegations of fraud or irregularity are managed and investigated appropriately.
10. Consider any additional services delivered by the external auditor or other assurance provider and ensure appropriate independence is maintained.
11. Meet with the external auditor, without management present, at least annually.
12. Ensure that the audited accounts are filed with Companies House ahead of the statutory deadline.
13. Ensure that appropriate accounting records are maintained and to provide publicly accessible accounts in line with the Statement of Recommended Practice (SORP) for Charities.
14. Ensure that the MAT's accounts are published on the web site and are available to anyone who requests a copy.
15. To monitor and review expenditure on a regular basis and ensure compliance with the overall financial plan for the Academy, and with the financial regulations of the ESFA, drawing any matters of concern to the attention of the Trust Board.

Terms of Reference- Governance

1. To monitor the performance of the local governing bodies (LGBs), confirming that a process for LGB self-review is in place ensuring that the LGB is making sufficient impact and is fit for purpose.
2. To oversee the identification of development needs and organisation of governor and trustee development.
3. To monitor governor and trustee attendance and ensure that it is duly reported by Governance Professional

Terms of Reference- Community / Membership

1. Oversee the development of any stakeholder forums and their membership.
2. Encourage and facilitate community involvement and engagement in the Trust.
3. To monitor the maintenance of key relationships with all commissioning authorities, education partners and other stake holders.

Schedule of Agenda Items / Annual Programme of Work:

Standard Agenda Items
Apologies Declaration of Interests Minutes & Matters Arising Risk Register Review
Autumn Term
Appointment of Chair & Vice Chair Review committee membership (skill focus) Review Terms of Reference as Detailed in the Scheme of Delegation Management Letter follow up including agreeing timetable to implement audit recommendations. Agree areas of focus for internal audit and be advised of visit dates. To receive results of LGB self-assessment exercise and plans for improvement
Spring Term
Receive Internal Audit Report. Review and sign off School Resource Management Self-assessment Tool (SRMSAT).

Key dates:

15th Mar - Trusts complete and submit the school resource management self-assessment tool (SRMSAT).

Summer Term

Receive Internal Audit Report.

Consider the areas to be prioritised for internal scrutiny in the subsequent year.

Agree Year End audit approach as detailed by external auditors.

Receive report confirming MAT website including statutory compliance.

Review outcomes of school staff and parent surveys.

2.3 Terms of Reference – TRUST STANDARDS & EFFECTIVENESS COMMITTEE

Purpose

The purpose of the Curriculum and Standards Committee is to:

- support the Board of Trustees in fulfilling statutory duties relating to curriculum, standards and safeguarding;
- support the Board in monitor the performance of the Trust and its constituent Schools
- support the Board in understanding the unique context of each academy whilst ensuring a consistent approach to reporting;
- support the Board in understanding relevant data, including performance, progress, outcomes, behaviour, attendance and other key indicators;
- support the strategic role of the school leadership;
- provide a framework for effective self-evaluation, monitoring and evaluation;
- support and challenge by linking the work of committees to key priorities in the Academy and Trust Development Plans.

Membership, Meetings and Quorum

Membership: The membership will consist of a minimum of 4 Trustees and the CEO.

Head Teachers and other school leaders will be invited to attend as observers and/or when requested.

Quorum: Will be a minimum of 3 trustees and the CEO.

Meetings: At least termly, more often if required.

Agenda: The chair will circulate the agenda for each meeting at least seven days in advance using GovernorHub. Wherever possible written reports and other relevant documents should similarly be circulated in advance. The committee will receive reports from the academies in sufficient detail to enable it to undertake its strategic responsibilities for planning, monitoring and evaluation; Whenever possible, reports will be shared in common across the academies.

Clerking: The Chair is responsible for confirming the clerking arrangements for the meeting. Minutes will record the date of the meeting; attendance and apologies of members; a summary of discussions; all decisions taken; any action points agreed and any recommendations for either the full governing body or the finance committee. Draft minutes will be agreed with the chair of the committee and circulated to the members of the committee promptly. They will then be forwarded by the Chair of the Committee to the Clerk to the Governors for circulation to the full governing body ahead of the subsequent full meeting.

Terms of Reference

1. To monitor school based, local and national performance data relating to the academies and evaluate achievement and progress drawing on data, the self- evaluation document and other reports.
2. To ensure that all learners receive a broad and balanced, inclusive curriculum in line with statutory requirements that meet the stated aims of the Trust and individual Academies
3. To provide effective challenge on educational performance and academic progress of different groups of pupils to ensure the best possible outcomes for all children.
4. To understand the needs of the academies, particularly in relation to the SEND and wider needs of pupils.
5. To monitor the views of pupils on their experiences, learning and achievements and to evaluate the ways in which each academy actively responds to pupil views.
6. To monitor the views of parents and carers on the curriculum offered by the academies and on pupil progress and achievement, to provide feedback and to evaluate the ways in which each academy actively responds to the views of parents and carers.
7. To ensure that effective safeguarding procedures are in place across the academies
8. To monitor student behaviour and attendance

9. To review progress against the targets in the Academy Development Plans and the action plans which underpin them.
10. To keep under review the requirements of the Equalities Act 2010 with reference to particular characteristics, in relation to the curriculum, teaching and learning, assessment, achievement and progress; monitor implementation of the scheme, assess its impact on staff, learners and parents/carers and report emerging issues to the Board of Trustees.
11. To ratify all curriculum policies for the Trust that are not delegated to LGBs
12. To ratify annual pay progress for teachers (by 31 October at the latest) as set out in the Pay Policy, taking account of any recommendations made by the local governing body and in accordance with the approved pay policy. Ensuring a consistent approach to appraisal and benchmarking of proposed pay awards has taken place.
13. To approve applications to be paid on the Upper Pay Range.
14. To receive Trust wide termly reports from the headteachers concerning staffing issues at each school and all other school managed provisions within the borough. To include recruitment and retention data, staff attendance sickness and wellbeing of all staff, and include any concerns regards capability and support and interventions required.
15. To review changes in schools staffing structures within the school's budget, including approval of any restructuring.
16. To monitor the annual pattern of performance pay progression at each level and the correlation between pay progression, quality of teaching and outcomes for pupils.
17. To oversee the work of any Staff Disciplinary/Dismissal Committee and the Staff Appeals Committee (including pay appeals) formed.
18. To oversee the recruitment, induction, training, CPD, wellbeing and other HR processes for all staff within the Trust at a strategic level.
19. To ratify all HR policies for the Trust.
20. To monitor the performance of the academies in the Trust against the respective School Improvement Plans.
21. To ensure collaboration between academies and support for school improvement across the Trust.
22. To ensure appropriate partnerships and systems are in place for moderation both within the individual academies and with wider education partners.

Standard Agenda Items
Apologies
Declaration of Interests
Minutes & Matters Arising
Policy Amendments
To receive and review reports from CEO detailing pupil progress, attendance, and behaviour from all individual schools. Includes any concerns regards capability and support and interventions required.
To receive and review HR reports detailing recruitment and retention data, staff attendance sickness and wellbeing of all staff, and include any concerns regards capability and support and interventions required.
Autumn Term
Apologies
Declaration of Interests
Minutes & Matters Arising
Appointment of Chair & Vice Chair
Review committee membership (skill focus)
Review Terms of Reference as detailed in the Scheme of Delegation

Report from schools on new context, individual school development priorities and current self-review

Reports from schools detailing achievements in any external examinations

Receive reports from Safeguarding Governors/DSLs

To receive and review monitoring reports from CEO detailing pupil progress, attendance, and behaviour from all individual schools. Includes any concerns regards capability and support and interventions required. Reports will include outcomes of any parents/pupil consultations

Receive reports from external moderation within individual schools

To receive and review HR reports detailing recruitment and retention data, staff attendance sickness and wellbeing of all staff, and include any concerns regards capability and support and interventions required.

To ratify annual pay progress for teachers (by 31 October at the latest) taking account of any recommendations made by the local governing body

To approve applications to be paid on the Upper Pay Range.

Policy Amendments

Spring Term

Apologies

Declaration of Interests

Minutes & Matters Arising

Policy Amendments

Receive reports from Safeguarding Governors/DSLs

To receive and review monitoring reports from CEO detailing pupil progress, attendance, and behaviour from all individual schools. Includes any concerns regards capability and support and interventions required. Reports will include outcomes of any parents/pupil consultations

Receive reports from external moderation within individual schools

Receive reports on progress towards individual school development priorities

Summer Term

Apologies

Declaration of Interests

Minutes & Matters Arising

Policy Amendments

Receive reports from Safeguarding Governors/DSLs

To receive and review monitoring reports from CEO detailing pupil progress, attendance, and behaviour from all individual schools. Includes any concerns regards capability and support and interventions

required. Reports will include outcomes of any parents/pupil consultations

Receive reports from external moderation within individual schools

Receive reports on progress towards individual school development priorities

2.4 Terms of Reference – TRUST FINANCE COMMITTEE

Purpose

Responsibilities of the Committee are detailed in the Academies Financial Handbook and the Trust Financial Regulations Manual. Subject to the requirements of applicable legislative acts, the purpose of the Finance Committee is:

- To assist the decision making of the Trust Board and its delegated responsibilities, by enabling more detailed consideration to be given to the best means of fulfilling the Trust Board objectives
- To ensure sound financial management of the Academy's finances and resources, including proper planning, monitoring, compliance and probity.
- To establish, monitor and review financial controls, systems, transactions and risks that take place or exist within the Trust.
- To make appropriate comments and recommendations on such matters to the Trust Board on a regular basis
- The committee will operate within the parameters of the Nolan Principles of Public Life. The committee will operate ethically.

Membership, Meetings and Quorum

Two Trustees (one chair), FD, CEO

The committee will meet each half term and more often if required

The committee will be quorate with one Trustee and two other members.

Terms of Reference - Finance

1. To ensure compliance with the Education & Skills Funding Authority's (ESFA) Academies Financial Handbook and the schools funding agreement with ESFA.
2. The initial review and recommendation of the annual budget in July. Approval/non-approval of the school's budget will be determined by the Trust Board.
3. To establish, review and maintain balances 3 year budgets and any other financial plans as required.
4. To review and approve any revised budgets in Sept having been updated for actual pupil numbers.
5. The regular monitoring of actual expenditure and income against budget. To monitor and review expenditure on a regular basis and ensure compliance with the overall financial plan for the Academy, and with the financial regulations of the ESFA, drawing any matters of concern to the attention of the Trust Board.
6. To review and approve any material virements (changes of allocations between budget headings) and other transactions in accordance with the Trust's Finance Policy and Scheme of Delegation.
7. To review outturn forecasts for the current financial year.
8. To review and monitor cashflow forecasts to ensure the cash position of the Trust is maximised and protected.
9. To review the Balance Sheet and ensuring that all control account reconciliations have been undertaken.
10. To determine the level of any contingency fund or balances to be held by the Trust and its schools, ensuring the compatibility of all such proposals with the development priorities set out in the Trust Business Plan
11. To understand what risks and opportunities exist in relation to the outturn position.
12. To ensure that each Academy is either adequately insured or are members of the RPA.
13. Approving the award of contracts As per the limits set out in the Finance Policy.
14. Ensuring that the Annual accounts are produced in accordance with all legal requirements.
15. To ensure the preparation of the Trustees' report and financial statements to form part of the annual report and financial statements of the Trust for filing in accordance with Companies Act and Charity Commission requirements
- 16.
17. To establish, monitor and review the financial risks to the Trust.
18. To monitor and review procedures for ensuring the effective implementation and operation of financial procedures, on a regular basis, and, where appropriate to make recommendations for improvement

19. To ratify decisions in respect of local service agreements through the budget process.
20. To review and update all financial policies in accordance with the policy review schedule, including but not limited to the Finance Policy, Charging and Remissions policy, and lettings policy.
21. **Terms of Reference - HR**
22. To determine the Pay Policy for the Trust.
23. To ratify appropriate salary ranges and starting salaries for lead practitioners, and members of the leadership group.
24. To advise each local governing body on current and future pay levels.
25. To ratify annual pay progress for teachers (by 31 October at the latest) as set out in the Pay Policy, taking account of any recommendations made by the local governing body and in accordance with the approved pay policy. Ensuring a consistent approach to appraisal and benchmarking of proposed pay awards has taken place.
26. To approve applications to be paid on the Upper Pay Range.
27. To monitor and review the performance and pay of all Head Teachers in the Trust.
28. To approve annual pay progression for Head Teachers (by 31 December at the latest), taking account of the recommendation made by the Performance Review Panel, following the annual review.
29. To receive Trust wide termly reports from the headteachers concerning staffing issues at each school and all other school managed provisions within the borough. To include recruitment and retention data, staff attendance sickness and wellbeing of all staff, and include any concerns regards capability and support and interventions required.
30. To review changes in schools staffing structures within the school's budget, including approval of any restructuring.
31. To oversee the organisation of procedures for the appointment of senior staff including Head Teachers at the schools. To be undertaken with the support of central Trust HR.
32. To monitor the annual pattern of performance pay progression at each level and the correlation between pay progression, quality of teaching and outcomes for pupils.
33. To oversee the work of any Staff Disciplinary/Dismissal Committee and the Staff Appeals Committee (including pay appeals) formed.
34. To oversee the recruitment, induction, training, CPD, wellbeing and other HR processes for all staff within the Trust at a strategic level.
35. To ensure succession planning is in place at all levels across the Trust.
36. To ratify all HR policies for the Trust.

Terms of Reference - Premises / Health & Safety/ IT

1. To make and review recommendations for the future premises provision and develop an Estate Strategy.
2. To ensure the development and maintenance of an asset management plan to ensure the development, maintenance and replacement of all physical assets, equipment and facilities of all schools in the Trust, including premises, equipment, land and depreciating assets are in line with the Business Development Plan and School Improvement Plan, having regard to the Asset Register maintained by the academy.
3. To ensure support for local site teams.
4. To ensure compatibility and integration of computer systems across all schools in the Trust to facilitate maximum efficiency and cohesiveness.
5. To develop an ICT strategy for the Trust that maximises the use of technology in both administrative and academic settings.
6. To provide ICT support to all schools within the Trust.

Schedule of Agenda Items / Annual Programme of Work:

Standard Agenda Items
Apologies
Declaration of Interests
Minutes & Matters Arising
Finance Review
Risk Register Review
Committee Reports – Audit & Risk, Effectiveness / Personnel
Strategic Report from CEO

Policy Amendments
Autumn Term 1 (end 22 Oct)
Appointment of Chair & Vice Chair Review and agree the Scheme of Delegation, including the Governance Terms of Reference Update on year end position and review of management accounts against revised budget to 30 Sept (P1). To ratify annual pay progress for teachers including any movement within the Upper Pay Range (by 31 October at the latest) Discuss and agree timing of Annual Report & accounts review.
Autumn Term 2 (end 17 Dec)
Review and Formally Sign off Management Letter Agree timing and format of AGM Note performance management of Executive Head Teachers, Head Teachers and Finance Director and approval of Appraisal Outcomes (Appraisal undertaken by Chair, CEO & Vice-Chair in November) and annual pay progression (by 31 December at the latest) Note appraisal of central Trust staff. Estate Management update including ongoing building projects, premises issues and H&S. Review Management Accounts against Revised Budget to 30 Nov (P3) <i>Key dates:</i> <i>XX Sep – Companies House ConfirmationFirstTime68*</i> <i>31st Dec – Deadline for submitting audited accounts to ESFA</i>
Annual General Meeting
Approval of Year End Financial Statements
Spring Term 1 (end 11 Feb)
Review Management Accounts against Revised Budget to 31 Dec (P4) <i>preliminary numbers for P5 may be presented.</i> <i>Key dates:</i> <i>28 Jan - Complete and submit the land and buildings collection tool</i> <i>31 Jan – Deadline to publish audited accounts on website.</i> <i>23 Feb - Complete and submit the audited accounts return (prepared by external auditors)</i>
Spring Term 2 (end 1 Apr)
Review Management Accounts against Revised Budget to 28 Feb (P6). Estate Management update including ongoing building projects, premises issues and H&S. Review and approve submission of school resource management self-assessment tool. <i>Key dates:</i> <i>15 Mar - Trusts complete and submit the school resource management self-assessment tool (SRMSAT).</i>
Summer Term 1 (end 27 May)
Review Management Accounts against Forecast to 30 Apr (P8). Review and approve submission of ESFA Budget Forecast Return. <i>Key dates:</i> <i>18 May – Trust Budget forecast return outturn deadline based on results to 30 Apr (P8)</i> <i>31 May – Deadline for filing audited accounts with Companies House.</i>
Strategy Day (July)
Summer Term 2 (end 22 Jul)
Review Management Accounts against Forecast to 30 Jun (P10). Review and approve final budget and 3 Year Budget Forecast.

Review any changes in schools staffing structures within the school's budget, including approval of any restructuring.

Annual report on therapy provision.

Estate Management update including ongoing building projects, premises issues and H&S.

Agree meeting schedule for next academic year

Key dates:

27 July - Budget forecast return three year (BFR3Y) deadline

31 July – Trade Union Facility Time Reporting [The Trade Union \(Facility Time Publication Requirements\) Regulations 2017.](#)

2.5 Terms of Reference – LOCAL GOVERNING BODIES (LGBs)

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 Trustees, the operations of the school shall be managed by the Local Governing Body ("LGB"), exercising their delegated powers.

Membership, Meetings and 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 10 and a maximum size of 12.
- Membership shall include at least:
 - Head Teacher
 - At least 2 staff Governors (1 teaching and 1 support). Contrary to the Articles of Association, schools that employ few non-teachers and are unable to recruit staff to act as Governors should actively seek staff views to inform the LGB.
 - At least 2 parent Governors.
 - At least 5 community/co-opted Governors to be appointed on their skill set complementing and enhancing the existing LGB members.

Non-voting associate members may be appointed as required to meet an identified skills gap.

Clerking will be undertaken or arranged by the Trust Governance Professional.

The Board of Trustees 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; any Board appointed Governors would not be included in the assessment of whether staff and parents combined constitute a majority of Governors. The Board of Trustees may terminate the appointment of any Governor whose presence or conduct is deemed by the Trustees not to be in the best interests of the Trust or the school.

The term of office of a Governor (excluding Head Teacher and any appointed by the Board of Trustees) 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). This will be organised by the Governance Professional in collaboration with the relevant administrative staff.

All Governors must comply with the provisions within the Articles of Association for ineligibility as if they were Trustees of the Trust.

The LGB will elect its own Chair and Vice-Chair, the Chair and Vice-Chair must not be employees of the Trust. The Chair and Vice-Chair will be appointed annually.

Governors of the school must declare conflicts of interest in accordance with the Articles of Association as if they were Trustees. These interests will be published on the MAT website in accordance with the Academies Financial Handbook.

Meetings of the LGB will be quorate if 3 or one-third of Governors are present (whichever is the greater). The Headteacher must be present; this provision applies to every part of the meeting.

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.

Terms of Reference

The Trustees delegate the running 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.

Specifically, the LGB is to:

- within the Trust vision and strategic objectives, determine the educational vision of the school, including, but without limitation, determination of the School Development Plan;
- develop the aims and objectives of the school, which will be consistent with the wider strategic aims and objectives set by the Trust Board;
- have a grounded understanding of the quality of provision within the school including plans and actions to improve the standards throughout
- hold the headteacher and senior leadership to account for the quality of provision and the drive towards school improvement
- ensure that a broad and balanced curriculum is provided which meets all statutory requirements, including those for reporting, and reflects the needs of the current pupil cohort.
- monitor the management of the resources of the school, including staff, finance, and premises in accordance with the school development plan, legislation, statutory duties and relevant guidance, and the Trust's overall objectives. This includes being aware of any proposed changes in relation to the pay structure and making recommendations to the Trust and monitoring
- implement actions required to comply with statutory regulations and the Funding Agreements.
- ensure that the statutory duties of the Governing Body in relation to Pay and all Staff are carried out and that all policies and procedures are appropriately implemented and effective at school level. To ensure that staff are duly notified of all changes to policies impacting on staff and staffing.

There will be no standing committees. Instead, there will be Lead Governors for Finance and for Safeguarding,

All other delegated responsibilities will be held by the LGB as a whole.

When deemed necessary by the LGB and Trust Board, a working group will be formed to fulfil specific responsibilities (e.g., teacher appraisal) or when the need arises (e.g. for an expansion building project)

LGBs will identify two Governors to act as **Safeguarding Governors** to take leadership responsibility for their school's safeguarding arrangements. These Governors must undertake an appropriate level of training (Safeguarding Level 2 minimum) One or both governors will meet termly with the school DSL and will report back to the Full Governing Body.

LGBs will identify two Governors to act as **Finance Governors** with appropriate skills and knowledge. One or both Governors will meet termly with the Head Teacher & Finance Director to review the management accounts, holding the Headteacher to account for the budget spending plans. The Governor(s) attending will be responsible for reporting back to the Full Governing Body.

Schedule of Agenda Items / Annual Programme of Work:

Autumn Term September

Apologies

Declaration of Interests

Minutes & Matters Arising

Review Membership of Governing Body (skill focus)

Election of Chair & Vice Chair

Confirm Lead Governor roles and appointments

Review Terms of Reference as detailed in the Scheme of Delegation

Ratify Code of Conduct

Risk Register

HT Report to include:

- Report on new context (pupil and staff numbers etc).
- Discuss End of Year previous year pupil progress information (including any exam results) and impact of targeted funding
- Receive report on and discuss School Leavers Destinations
- Receive report on and discuss planned extracurricular provisions
- End of year Attendance

Review last Year SEF & Agree next detailed SDP, priorities & targets.

Review PPG Strategy for previous year & receive proposals for coming year

Agree Governor Monitoring Programme – with a focus on school development priorities and on how the curriculum is taught, monitored, evaluated, and resourced

Governor Training – review previous years' training, evaluating personal and board requirements, and identify and plan training required for this year.

Confirm recommendations to Trust Board for annual pay progress for teachers (in time for Board to ratify before 31st October).

Policy Reviews and Amendments – including Safeguarding/Child Protection

To agree the allocations within the school's delegated budget, at the start of each financial year as recommended by the Lead Finance Gvs

Autumn Term November

Apologies

Declaration of Interests

Minutes & Matters Arising

Risk Register

Governor Visit Reports

Receive Lead Safeguarding Governors Report

Receive Lead Finance Report

Receive HT report

- Quality of Ed
- Behaviour
- Attendance
- Commentary on HR report incl staff attendance/wellbeing
- School Self Review Update including update on pupil progress to end of first half term including reports from moderators
- Commentary on any reports from Trust leads (e.g. Estates H&S Monitoring)

Receive Autumn SIP Report

Updated PPG Strategy document agreed for publication
Review SDP progress
Agree Next Governor Visits
Governor Training Feedback and Planning
Policy reviews
Agree Feedback to Trust Board including proposals for future action/discussion

Spring Term (February/March)

Apologies
Declaration of Interests
Minutes & Matters Arising
Risk Register
Governor Visit Reports
Receive Lead Safeguarding Governors Report
Receive Lead Finance Report
Receive HT report

- Quality of Ed
- School Self Review Update including update on pupil progress up to spring half term, reports from moderators
- Behaviour
- Attendance
- Commentary on HR report including staff attendance/wellbeing
- Commentary on any reports from Trust leads (e.g. Estates H&S Monitoring)

Receive Autumn SIP Report

Updated PPG Strategy document agreed for publication
Review SDP progress
Agree Next Governor Visits
Governor Training Feedback and Planning
Policy reviews
Agree Feedback to Trust Board including proposals for future action/discussion

Summer Term June

Apologies

Declaration of Interests

Minutes & Matters Arising

Risk Register

Governor Visit Reports

Receive Lead Safeguarding Governors Report

Receive Lead Finance Report

Receive HT report

- Quality of Ed
- School Self Review Update including reports from moderators. **Strathmore only:** annual review attainment data
- Behaviour
- Attendance
- Commentary on HR report including staff attendance/wellbeing
- Commentary on any reports from Trust leads (e.g., Estates H&S Monitoring)

Receive Autumn SIP Report

Updated PPG Strategy document agreed for publication

Review SDP progress

Agree Next Governor Visits

Governor Training Feedback and Planning

Policy reviews

Agree Feedback to Trust Board including proposals for future action/discussion

Review LGB Performance and Chair 360

Summer Term July

Apologies

Declaration of Interests

Minutes & Matters Arising

Risk Register

Governor Visit Reports

Receive Annual Safeguarding Report

Receive Lead Finance Report

Receive HT report

- Quality of Ed
- School Self Review Update including pupil progress up to summer half term, reports from moderators
- Behaviour
- Attendance
- Commentary on HR report including staff attendance/wellbeing
- Commentary on any reports from Trust leads (e.g., Estates H&S Monitoring)

Receive Autumn SIP Report

Updated PPG Strategy document agreed for publication

Review SDP progress

School Self Review Update including update on pupil progress and reports from moderators/inspections

LGB Strategy Day including Review SDP Progress (end of year), identifying headline SDP Priorities and outcome of Chair 360/Self Review

LGB Skills Audit to be carried out and information used to plan for September.

Discuss any proposed school staffing structure changes

Working Group to oversee and review Appraisal cycle including Annual Report on CPD

Governor Training Feedback and Planning

Policy reviews

Agree Feedback to Trust Board including proposals for future action/discussion

2.8 Terms of Reference – Finance Governors

The Trust has ultimate responsibility for the overall financial affairs of each School within the Trust. The Trust has a central Finance function which oversees and manages all matters relating to Finance and takes responsibility for preparing the monthly management accounts.

The Headteacher has responsibility for the overall supervision of the day-to-day running of the financial affairs of the school. The Headteacher is responsible for monitoring the financial position of the school on a regular (not less than monthly) basis. The Headteacher is responsible for initiating consultations with the Finance Director and the Chair of Governors on any significant and exceptional financial circumstances, or any financial matter that is causing concern.

The Headteacher can amend the agreed budget by virement between any budget heading up to the limits set out in The Auriga Academy Trusts **Finance Policy** and can authorise the purchase of individual items up to the limits indicated in **Appendix C – Academy Expenditure**. In exceptional circumstances, or in an emergency, additional authority may be obtained from the Trust's Finance Director and the Chair of Trust Board.

The governing body has a strategic role in the financial management of the school, and its key responsibilities in this context include:

- Set financial priorities through the school development plan.
- Review and monitor school financial performance against budget.
- Review the staff complement and determine whether it meets the needs of the school.
- Review and approve those virements and expenditure subjected to the limits set in The Auriga Academy Trusts **Finance Policy Appendix C**.
- Act as a critical friend to the school on all financial matters

Where serious concerns over the school's finances arise, the governing body will report these to the Finance Director and / or the CEO of The Auriga Academy Trust.

The Local Governing Body will appoint 2 Governors responsible for monitoring the finances of the school. The Governors appointed should have relevant experience and have undertaken the relevant training on schools' financial management.

Governor(s) will meet at least termly with the Head Teacher and Finance Director to review the school management accounts. The Governor(s) attending the meeting are responsible for highlighting any issues to the Local Governing Body who can then elevate them to the Trust as appropriate. There will be no formal minutes taken at the meeting as all matters discussed should be included within the school's Management Accounts Report. It is at the discretion of the Governor(s) as to whether they wish to modify the report in order to highlight any issues to the Local Governing Body.

Terms of Reference – Finance Governors

The Finance Governors have responsibility to:

1. Monitor and review income and expenditure against budgets on a termly basis and ensure compliance with the overall financial plan for the school ensuring full explanations are available. Report to the FGB thereon.
2. Be familiar with all relevant audit reports (internal and external) supporting implementation of any necessary action plans
3. Contribute to the formulation of the school development plan, through consideration of financial priorities and proposals.
4. Note any material virements (changes of allocations between budget headings) and other transactions in accordance with the Trust's Finance Policy and Scheme of Delegation.
5. Review any benchmarking reports that compare the school's financial performance with others, the criteria for benchmarking being determined by the central finance team.
6. Support the exploration of, and agree, income generation for the school, including lettings income, grants, fund raising and sponsorship opportunities and support the work of local PTAs/Parents Associations/Friends in their fundraising activities.
7. Ensure, annually, a self-assessment of financial competency is completed by all who have financial responsibilities, and, from this, reviewing the training needs of each.

Annual Programme of Work:

September
Review Provisional Year End Management Accounts to 31 August (P12)
Review Revised Budget using actual pupil and staffing numbers
December
Review Management Accounts against Revised Budget to 30 Nov (P3)
Review the external audit Management Letter <i>(if available)</i> .
March
Review Management Accounts against Revised Budget to 28 Feb (P6)
May
<i>Key dates:</i>
June
Review Management Accounts against Forecast to 31 May (P9)
July
Review Initial Budget for next Academic Year using preliminary pupil and staffing numbers
<i>Key dates:</i>
<i>27th July – Trust submission of Budget Forecast Return three year (BFR3Y) deadline</i>

2.10 Terms of Reference – Safeguarding Governors

The Safeguarding Governors will monitor and evaluate relevant sections of the School Evaluation and will ensure that systems and processes are in place to safeguard all pupils at Strathmore School.

- To champion safeguarding and child protection issues within the school.
- To approve the annual update of School's appendix of the AAT Child Protection Policy and Whistleblowing policy and to monitor the impact of safeguarding policies, including Safer Recruitment and E Safety
- To monitor and review safeguarding and child protection systems and ensure they are robust and fit for purpose.
- Ensuring the school has a Designated Safeguarding Lead (DSL) and identified Deputy DSL for dealing with safeguarding issues who have received up to date training in line with current guidance.
- Meeting with the DSL at least termly.
- Contributing to the production of the annual report on safeguarding by the DSL and being present at the governors' meeting when it is discussed.
- Ensuring the school has procedures in place for dealing with allegations of abuse made against staff or volunteers. And in the event of an allegation being made against a member of staff, if not delegated to the chair of governors, participate in confidential discussions about the case with the Head teacher and appropriate MAT officer.
- To ensure that Single Central Register is up to date with all checks completed and certificates obtained.
- Completing an annual Governors' Safeguarding Audit by visiting the school to test the evidence. This will involve agreeing in advance of each visit, with relevant staff, which sections of the audit will be the focus and what evidence they would expect to see
- Working with the DSL and other staff that they liaised with during completion of the audit to report on findings and circulating the report to all governors.
- Following up on any action points from the audit to ensure that they have been actioned and providing termly updates to governors.
- To monitor training for all staff and Governors to ensure it is up to date, relevant and covers all statutory requirements, including Prevent, KCSIE, CSE, FGM etc.
- To review how pupil attendance and punctuality is monitored and what actions are taken if attendance is low.
- To review the effectiveness of partnerships with other schools, external agencies, and community.
- To review data on behaviour including exclusions, racist incidents and prevent action, patterns and trends.
- Working with the DSL and other staff that they liaised with during completion of the audit to report on findings and circulating the report to all governors
- Ensuring that safeguarding matters are a standing item at the LGB meetings