

Codsall MAT General Principles

It is the Codsall Multi-School Trust's stated intention and preference that:

- The Board and Local Governing Bodies will work collaboratively and in partnership at all times.
- The Board will make decisions, following consultation with Local Governing Bodies, on matters which affect all academies in the trust: Local Governing Bodies will make decisions on matters which affect individual academies.
- Local Governing Bodies and Headteachers of academies in the trust should be as autonomous as possible and have as much freedom as possible.
- Local Governing Bodies and Headteachers will have maximum delegation of responsibility and decision making for the strategic direction and day-to-day operation of their academies *unless there is a cause for concern*.
- The Board will put in place effective arrangements for monitoring and evaluating the performance of Local Governing Bodies and academies.
- The Board will take action, including the full or partial withdrawal of delegated authorities to individuals, groups and Local Governing Bodies should the individual, group, or Local Governing Body, fail to carry out their duties and responsibilities effectively.
- The governance arrangements of good schools/academies joining the trust will remain in the main unchanged *except where changes are required in order to comply with legal or statutory requirements, or to ensure operational effectiveness*.
- The Board will fully consult Local Governing Bodies on proposals for the composition, membership, structure, and terms of reference for Local Governing Bodies and sub-committees, on arrangements for the recruitment and appointment of governors, and on arrangements for the introduction of the trust's multi-school governance arrangements before any decisions are made.
- The Board will fully consult Local Governing Bodies before putting in place any arrangements which directly affect Local Governing Bodies and individual academies and before taking any decisions on policy or procedural matters.
- Local Governing Bodies will report regularly and frequently to the Board and will make available all relevant data and information on performance.

The Board will consult Local Governing Bodies before putting in place any arrangements which directly affect LGBs and individual academies and before taking any decisions on policy or procedural matters except where there is a legal requirement to do so.

The Board of Directors (*The Board*)

Purpose

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

Ensure proper and regular use of public funds and compliance with the Funding Agreement.
Ensure the trust is solvent, well run, and meets the needs of pupils and staff in its academies.

Ensure the trust acts in accordance with its constitution and powers, promote the success of the trust, and exercise sound judgement and diligence in all its affairs.

Ensure all directors are skilled in understanding, interpreting, and comparing school performance data and are kept fully apprised of the performance of each school at all times.
Ensure all directors have the skills, knowledge, and information to assess the trust's financial performance.

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

Terms of Reference: Governance

Determine, following consultation with LGBs, and approve the trust's mission, vision, strategy and long term business plan for "*advancing for the public benefit education in our community by establishing, maintaining, carrying on, managing and developing mainstream academies offering a broad and balanced curriculum*" Is this quote from our M and A's?????

Determine, following consultation with LGBs, key performance indicators and targets for the trust and its academies: monitor the trust's performance against approved plans and key performance indicators and targets.

Determine, following consultation with LGBs, the trust's approach to, and approve, trust wide policies and procedures for the operation and performance of all academies within the trust.

Determine, following consultation with LGBs, constitutional matters, including procedures where the Board has discretion.

Determine and establish arrangements and procedures for:

- Holding at least three Board meetings a year.
- Appointing and removing the chair and deputy chair of the Board.
- Appointing directors to standing committees and ad-hoc committees.
- Appointing and removing the company secretary and clerk to the Board.
- Appointing directors and patrons.
- Suspending and removing any director or patron, appointed by the Board.
- Maintaining and publishing a register of members, directors, local governors, and senior members of staff and their business interests and putting in place measures for avoiding conflicts of interest.

Determine, following consultation with LGBs, and establish arrangements and procedures for:

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- Appointing annually the chair of any committee of the Board. Appointing annually, following a recommendation from each LGB, the chair of each LGB .

Appointing Trust Governors to LGBs and for suspending and removing any governor.

Appointing Parent and Staff Governors.

Determine and establish, following consultation with LGBs, the committees of the Board, including LGBs and their sub-committees, and determine their terms of reference.

Determine, following consultation with LGBs, which functions of the Board will be delegated to committees, including LGBs, the Chief Executive Officer, Headteachers, groups and other individuals

Review, in consultation with LGBs, the constitution, membership, terms of reference, and scheme of delegation of the Board and its committees, including LGBs, annually.

Determine and establish, following consultation with LGBs, arrangements for making available agendas, papers, and minutes of meetings of the Board and its committees, including LGBs. [*statutory requirement*]

Receive reports from any committee, including LGBs, or individual, or group to whom a decision has been delegated and to consider whether any further action by the Board is necessary.

Education and Achievement

Determine and establish, following consultation with LGBs, the trust's overall approach to and arrangements and policies and procedures for:

Monitoring and evaluating school performance and improvement.

Providing support and challenge and holding the CEO and school Headteachers to account.

Taking action to secure improvement/ pace of improvement in academies.

Approving, monitoring and evaluating the impact of education related policies and procedures and plans- to include:

- Data requirements to inform LGBs and the Board of standards and attainment in consultation with LGBs;
- Setting KPIs and challenging targets for each school in the trust in consultation with LGBs; and

Trust-wide leadership and management arrangements.

Determine and establish, following consultation with LGBs, the trust's overall approach to, and policies and procedures for:

- Marketing and communications.
- Publication of information about the trust and its academies on the trust's and individual academies websites. [*statutory policy*]

Complaints. [*statutory policy*]

Determine, and establish, following consultation with LGBs, the trust's admissions policy and oversubscription criteria. [*statutory policy*]

Make arrangements for securing independent admission appeals and independent review panels for exclusion following consultation with LGBs. [*statutory policy*]

Financial Planning, Controls, Monitoring and Management

Ensure the trust complies with all matters of regularity, propriety, and value for money in its use of public funds and develops and implements effective financial policies and procedures. Ensure the trust develops effective and efficient systems and

procedures for financial planning, internal controls, monitoring and management, propriety, audit, and for observance and compliance with all financial regulations, EFA guidance, and the Academies Financial Handbook.

Appoint external auditors: determine internal audit arrangements: determine action to be taken arising from audit reports.

Determine and establish, following consultation with LGBs, the financial scheme of delegation and financial authorities to the Chief Executive Officer and trust Director of Finance and Operations and individual academies.

Determine and establish, following consultation with LGBs, the trust's policies and procedures for

- Accounting practices
- Asset management
- Audit
- Income
- Ordering goods, works and services
- Authorising payroll and pension decisions
- Managing conflicts of interest
- Gifts and hospitality
- Lettings and fees
- Staff severance and compensation payments
- Charging and remissions [*statutory policy*]

Determine and establish, following consultation with LGBs, banking arrangements
Determine, establish, and maintain in consultation with LGBs, a 3 year financial plan and an investment policy and strategy.

Approve all annual returns to the EFA, Companies House, and for publication on Codsall MAT's website.

Determine and establish, in consultation with LGBs, arrangements for, and approve, a consolidated budget and budgets for each school and trust-wide services and support for each financial year and end of year financial statements. Receive and consider information about the financial performance of the trust at least 3 times a year. Monitor budgets and significant virements at least termly. Establish an appeals mechanism for individual schools if **GAG is pooled**. **Trustees need to decide whether this is happening and if so, the percentage from each school- can be blanket or dependent upon size or status of individual school

Monitor pupil/students admission numbers overall and in each school. Determine and establish, following consultation with LGBs, arrangements for organisational change (i.e. changes in the number, age range, size and location of academies).

Determine and establish, in consultation with LGBs, arrangements for bidding for and allocating capital funding and for allocating funding for the maintenance, improvement, and expansion of the trust's buildings and estate

Human Resources

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

Determine and establish, in consultation with LGBs, arrangements, and a scheme of delegation, for all matters relating to the recruitment and employment of staff to include the development of policies, procedures, and plans:

- To recruit (in compliance with safeguarding requirements), remunerate, retain, performance manage, and develop all staff.
- To establish a central record of recruitment and vetting checks
- To establish trust wide salary, pensions, severance, records, and terms and conditions policies and procedures.
- For conduct, discipline, capability, grievance procedures. [*statutory policy*]
- For allegations of abuse against staff procedures. [*statutory policy*]
- For equalities information and objectives for publication. [*statutory policy*]
- For accessibility. [*statutory policy*]
- For industrial relations.
- For workforce succession planning.

Establish, following consultation with LGBs, a staffing structure for central/ trust wide staff.

Establish arrangements for the recruitment, appointment, and remuneration, and performance management of the Chief Executive Officer and a Chief Financial Officer.

Establish in partnership with Chairs of LGBs arrangements for the recruitment, appointment, and remuneration, and performance management of school Headteachers.

Buildings and Sites, Health and Safety, and ICT

Establish arrangements, following consultation with LGBs, for developing, approving, implementing and reviewing

Improvement and maintenance plans for the trust's buildings and sites and ICT

Premises management policy and plans. [*statutory policy*]

Plans for the purchase or disposal of any freehold property, and for granting or taking up of leasehold or tenancy of land or buildings.

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

Health, safety and security. [*statutory policy*]

Data protection. [*statutory policy*]

Freedom of information. [*statutory policy*]

Establish arrangements, following consultation with LGBs, for ensuring that health and safety issues are appropriately prioritised for action and staff are appropriately trained.

Procurement

Establish, following consultation with LGBs, the trust's overall approach to, and policies and procedures and arrangements for, the procurement of goods, works, and services for the trust as a whole and for individual academies within the trust.

Determine , following consultation with LGBs, which goods, works, and services will be procured centrally on behalf of all academies in the trust and determine which goods, works, and services may be procured, in line with the trust's procurement and competitive tendering policy and list of approved suppliers, by individual Local Governing Bodies

Ensure a competitive tendering policy is in place and is applied for all relevant procurement.

Ensure compliance with best practice in procurement, the European Procurement Directive, and the requirements and guidance in the academies financial handbook for regularity, propriety, and value for money in procurement.

Approve, following consultation with LGBs, a scheme of delegation for all procurement activity and a manual of guidance and ensure all staff engaged in procurement have the appropriate skills and training to effectively procure and manage contracts for goods, works, and services.

Ensure that any contracts for services provided by a director, or persons/bodies related to the

director, are properly procured and represent value for money. Ensure that any fees and consultancy rates included within any such contracts are provided with no element of profit, are reasonable, represent value for money and are good use of public funds.

Seek prior, written permission from the EFA, and if required approval from HM Treasury, for any situations where a transaction is irregular, improper or does not provide value for money.

Membership- The list of current directors is set out in an insert to this document.

Term of Office- Directors- 4 years. The Chief Executive Officer holds office ex-officio as long as he/she is in post. Any director can be re-elected or re-appointed.

Organisation- Chair and Vice-chair appointed annually. Quorum: 3 or one third of the total number of directors if greater. Two thirds of directors required to appoint or remove directors, remove the chair, or appoint parent directors. To meet at least 3 times a year and additionally as and when required as determined by the Board. Three directors may requisition a meeting. One vote per director. The Chair has a casting vote.

Disqualification- a director who is employed by the trust may not be the Chair or Vice chair.

Professional Advisers to the Board of Directors- the Chief Executive Officer of the trust, the Director of Finance and Operations and any other member of staff with trust wide responsibilities, as appropriate- and any additional advisers as appropriate.

Responsibilities Delegated to the Chief Executive Officer.

The Chief Executive Officer has delegated powers and duties in respect of the overall leadership, management, and achievement of the trust and responsibility for ensuring the implementation of agreed policy when they are not reserved to the Board.

Audit and Risk Committee

Purpose

To provide the Board with assurances over the suitability of, and compliance with, the trust's financial systems and controls.

Terms of Reference

Financial Planning, Controls, Monitoring, Management, Propriety, Audit, and Value for Money

Review the scope, adequacy and effectiveness of the trust's internal financial controls, including internal audit and internal control and management systems; identify risks and agree programme of work to address risks.

Recommend to the Board, for approval, following consultation with LGBs, the most appropriate way of carrying out risk review and the checking of financial controls in line with the trust's stage of development and size- recommend either:

- The work of an **internal audit service**;
- The performance of a supplementary programme of work by the **trust's external auditor**;
- The appointment of a non-employed director/trustee with an appropriate level of qualifications and/or experience to check the trust's internal controls, who neither charges, nor is paid by the trust for their work; or
- By peer review, with the work being performed by the chief financial officer, or a suitably qualified or experienced member of the finance team, from another school trust, as an independent reviewer; or
- A programme of work that combines the above options.

Establish and monitor the effectiveness of this approach. In partnership with LGBs, keep under review the appropriateness of this approach as the trust develops and grows: make recommendations to the Board for any change in approach.

Ensure any recommendations for improvement by external auditors, internal audit review, or by external agencies e.g. the EFA or DfE, once agreed by the Board, are carried out. In partnership with LGBs monitor and evaluate the impact of actions taken.

Report on value for money of the trust on a regular basis.

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

Determine and establish, following consultation with LGBs, arrangements for developing, approving, implementing and reviewing the trust's policies and procedures for:

- A code of conduct and ethics for staff.
- A code of practice for directors/governors.
- Related corporate responsibility policies.

Risk Management and Business Continuity

Determine and establish, following consultation with LGBs, arrangements for:

- Conducting a comprehensive risk assessment, approving a risk register and risk mitigation plan -reporting termly on risk to the Board.

Approving and updating a business continuity plan- reporting annually to the Board.** do we want each individual school to have one in place, as of now? I think yes

Approving a whistle blowing policy and keeping under review the adequacy and security of the trust's arrangements for its employees and contractors to raise concerns, in confidence, about possible wrongdoing in financial reporting or other matters.

Membership

Members of the Audit and Risk Committee shall be appointed by the Board and shall be made up of at least 3 directors. Additionally persons who are not directors, with specialist skills and experience, may be appointed by the Board to the Committee provided that directors are in the majority.

Whenever possible a majority of directors of the Audit and Risk Committee shall be independent non-executive directors at least one of whom should have recent and relevant financial experience. **The Chair of the Audit and Risk Committee may not be a member of any other committee.**

The Board shall appoint the Audit and Risk Committee chair who shall, whenever possible, be an independent non-executive director.

Only members of the Audit and Risk Committee have the right to attend Audit and Risk Committee meetings. However, other individuals such as the Chief Executive Officer and representatives of external advisers may be invited to attend all or part of any meeting as and when appropriate, but not vote.

The external auditors will be invited to attend meetings of the Audit and Risk Committee on a regular basis.

Term of Office- Directors and co-opted members- 4 years. Directors/ persons who are not directors can be re-appointed.

Organisation- Chair appointed annually by the Board. Terms of reference, constitution, and membership- to be reviewed annually. Quorum: 3 of which the majority must be Directors. To meet at least termly and as and when required in addition as determined by the committee.

Professional Advisers to the Committee- Chief Executive Officer, Director of Finance and Operations, and any additional advisers as appropriate.

Disqualification-any director who is a member of staff.

Ad Hoc Hearing and Appeal Committees

Purpose

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

Terms of Reference:

- To make any decisions under the Board's personnel procedures e.g. disciplinary, grievance, capability, redundancy **hearings and appeals**- where the Chief Executive Officer is the subject of the action.
- To make any decisions under the Board's personnel procedures e.g. disciplinary, grievance, capability, redundancy **hearings and appeals**- relating to any member of staff with trust wide responsibilities other than the Chief Executive Officer (*unless delegated to the Chief Executive Officer*).
- To make any **appeal hearing** decisions under the Board's personnel procedures e.g. disciplinary, grievance, capability, redundancy appeals- relating to school Headteachers.
- To make any decisions relating to complaints about the operation of academies in line with the trust's complaints procedure.
- To report the outcome of all hearings and appeals to the Board.

Membership – The members of Hearing and Appeal Committees shall be appointed by the Board and shall be made up of at least 3 directors. No person may sit on both committees.

Disqualification – The Chief Executive Officer and any director with any direct involvement in the focus of any grievance, disciplinary, or capability, redundancy, or any other relevant matter.

Organisation- Chair appointed for each hearing/appeal hearing by the Board. Terms of reference, membership, and constitution-to be reviewed annually. Quorum: 3

Professional Advisers to the Committee- HR advisers and any additional advisers as appropriate.

Terms of Reference for Local Governing Bodies and their Sub Committees

Following consultation with Local Governing Bodies the Board has agreed the composition, membership and arrangements for the recruitment and appointment of governors for LGBs

and a structure and terms of references for Local Governing Bodies and their sub-committees.

These terms of reference are based on the principles of maximum delegation of responsibility and full operational autonomy to the Local Governing Body and the Headteacher for the strategic direction and day-to-day operation of the school- with the Board making decisions, following consultation with LGBs, on matters which affect all academies in the trust.

Local Governing Bodies are free to determine their own local governance arrangements as long as these do not conflict with the Trust's legal and statutory requirements.

Composition and Membership of the LGB- Academies may keep their current composition and membership of the LGB. The Board will nominate some governors as Trust Governors.

LGB and Standing Sub-committee Structure- LGBs may organise their standing sub-committee structure as they see fit providing that the responsibilities described in the terms of reference are discharged.

Ad-hoc Hearing and Appeal Sub- committees- LGBs may establish ad-hoc sub-committees as they see fit except for matters related to the Headteacher/Headteacher and complaints. For these LGBs will adopt the ad-hoc hearing and appeal sub-committees described in this paper.

Terms of Reference for the LGB and their sub committees

LGBs are required to develop and approve policy relating to their school, monitor effectiveness and hold the Headteacher to account. LGB's can determine their own arrangements to discharge their delegated functions.

Whatever structure is chosen it is required that the responsibilities described in the five terms of reference are discharged. Finance and Resources, Teaching and Learning, Site and Facilities and Personnel and Development, Wraparound Nursery Care.

A Local Governing Body (LGB)

Purpose

The Local Governing Body's role is to exercise leadership on behalf of the trust in the running of an individual school and to provide information to the trust on the operation and performance of the school and to exercise its responsibilities and powers in partnership with the Headteacher, staff, and the trust's directors.

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

Each Local Governing Body has a key role to play in the overall development and success of the trust and in contributing to joint working and sharing best practice between academies in the trust.

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

- Help the school to set high standards by planning for the school's future, set the direction for each school and agree targets for improvement, monitor and evaluate its performance.
- Be a critical friend to and hold leaders to account for the pace and rate of improvement and the achievement of all pupils/students.
Set the school's standards of conduct and values.
- Ensure sound management and administration of the school and ensure all staff have the appropriate qualifications, skills, experience, and training to carry out their duties.
Ensure compliance with all financial, statutory and regulatory requirements.
- Help the school respond to, and meet, the needs of parents and the wider local community.
- Ensure all governors are skilled in understanding, interpreting, and comparing school performance, attendance, admissions, and exclusions data and are kept fully apprised of the performance of the school at all times.
- Ensure all governors have the skills, knowledge, and information to assess the school's financial performance.

Terms of reference - Governance

Determine and approve the school's mission, vision, strategy and long term development plan in line with the trust's overall mission and vision.

Ensure that the school contributes significantly to the overall development and success of the trust.

In consultation with the Board of Directors determine key performance indicators and targets for the school.

Approve the school's development/improvement plan. Monitor overall performance and the achievement of objectives, targets, and key performance indicators, and ensure that plans for improvement are acted upon- report progress to the Board and provide all required data.

Following consultation, adopt and ensure the implementation of trust-wide policies and procedures.

Determine and approve framework and school specific policies and procedures, monitor their implementation, and evaluate their impact.

Determine a scheme of financial delegation to its staff

Determine any other constitutional matter in which the Local Governing Body has discretion.

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

Recommend a governor for appointment by the Board as the Chair of the LGB, annually.

- Hold at least three Local Governing Body meetings and at least three meetings of each sub-committee a year.
Appoint a vice-chair[s] of the LGB annually.
- Make arrangements for the election/appointment of parent and staff governors; appoint these governors in line with the trust's arrangements and procedures.
Make arrangements for recruiting and appointing "associate governors" if required.
- Appoint a clerk and implement clerking arrangements in line with the trust's requirements.
- Maintain and publish, through the clerk, a register of governors' and senior members of staff's business interests and adhere to procedures for registering and managing conflicts of interest.
- Establish standing and ad-hoc sub-committees. Appoint the chairs of the sub-committees.
- Delegate functions of the Local Governing Body to sub-committees, groups, and individuals if required.

Carry out and report on all duties and responsibilities delegated to the LGB by the Board. Ensure the school complies with legal and statutory requirements.

Receive reports and recommendations from any sub-committee, group, or individual to whom an action or decision has been delegated to agree the recommendation, ratify the decision, or consider whether any further action by the Local Governing Body is necessary.

Review and report to the Board on the effectiveness of delegation arrangements annually.

- Appoint governors with specific responsibilities for example, for special educational needs and disability (SEND) and in line with any statutory requirement.
- Publish papers, minutes of meetings of the LGB and its sub-committees in line with the trusts' arrangements. [*statutory policy*]
- Advise the trust Board of Directors of any concerns about the running of the school that cannot be resolved by the Local Governing Body and of any suspicions of fraud and irregularity.

Membership- the list of current governors can be found on the School website. New/replacement governors will be appointed/elected in line with the trust's policy and procedures. The LGB may recruit and appoint, as it sees fit, "associate governors" to provide specialist advice to the LGB and/or a sub-committee if required: "associate governors" may not vote. The Board of Directors appoints the Chair of the LGB annually following a recommendation from the LGB. The LGB appoints the Vice- chair and Chairs of any sub- committees annually.

Term of Office- 4 years. The Headteacher holds office ex-officio as long as he/she is in post. Governors can be re-elected or re-appointed.

Organisation- Terms of reference, constitution, and membership- to be reviewed annually. Quorum: more than 50% of governors eligible to vote. One vote per governor. The Chair has a casting vote.

The Headteacher and Chief Executive Officer, or their deputies, have the right to attend all meetings of a Local Governing Body and its sub-committees.

Professional Advisers to the Local Governing Body- the Headteacher of the school, the Chief Executive Officer of the trust, the Director of Finance and Operations and any other member of staff with trust wide responsibilities, as appropriate- and any additional advisers as appropriate.

Responsibilities Delegated to the Headteacher.

The Headteacher has delegated powers and duties in respect of the overall leadership, management, and achievement of the school and responsibility for ensuring the implementation of agreed policy unless reserved to the Local Governing Body

Terms of reference for teaching and learning/Raising Achievement sub committees ** St Nics is RAC-Jodie/Pete to decide what title going forward??

Purpose statement

To review and evaluate teaching and learning, pupil achievement and standards and the implementation of Every Child Matters.

1. To advise the governing body on standards and achievement, including statutory requirements and the every child matters agenda.
2. Ensure pupils receive a broad and balanced curriculum and ensure quality of opportunity for all pupils within the school's curriculum provision.
3. To contribute to the development of the school improvement plan and Self-Evaluation Form (SEF) and School Profile. The Committee will oversee the management of school self review procedures pertaining to monitoring, teaching and learning across the curriculum.

4. To monitor and review academic and pastoral arrangements to ensure the school delivers a broad and balanced curriculum in keeping with the ethos of the school and the requirements of the National Curriculum and Every Child Matters.
5. Ensure that statutory targets are agreed, reported to the governing body and the local authority and published in the school profile. **Ensure that National Curriculum assessment and examination results are reported annually to parents.**
6. To ensure the promotion of healthy lifestyles including healthy eating, consumption of water and appropriate education and information on health related issues.
7. To ensure that there are effective and enforceable policies on child protection, bullying and racial issues and that all pupils have confidence that these issues will be dealt with in an appropriate manner.
8. To ensure that as far as possible school is a place of positive experience and enjoyment for pupils and that the Rewards system reflects this.
9. To ensure that regard is paid to pupils' spiritual, moral, social, emotional and cultural development.
10. To ensure that pupils develop their understanding of their rights and responsibilities and have appropriate opportunities to make a positive contribution to the local community.
11. To ensure pupils have opportunities to help them achieve future economic well being, understand career options and acquire workplace skills.
12. To consider curriculum issues which have implications for finance and personnel decisions and to make recommendations to the relevant committees or the governing body, **including preparing annually a submission to the Finance Committee for funding levels of curriculum resources, e.g. capitation allowances.**
13. To make arrangements for the governing body to be represented at school improvement discussions with the local authority and for reports to be received by the governing body.
14. To ensure arrangements for educational visits follow the guidance available from the local authority.
15. To ensure effective provision for students with Special Educational Needs (SEN). **Including monitoring and review of school's SEN policy, taking into account legal requirements.**
16. Monitor and review curriculum related policies, **including formulating curriculum, assessment and ICT policies as required by legislation.**
17. To consider any curricular and careers matters referred by staff, students, parents, or the governing body (Secondary only).
18. To evaluate and review the provision of extended school services.
19. **Review procedures for dealing with parental complaints regarding the curriculum**
20. **Monitor/review the home/school agreement and make recommendations to the governing body.**
21. **Make recommendations to the governing body re the school's session times and dates of school term.**
22. **Monitor and review the delivery of RE, collective worship and sex education, making recommendations to the governing body for its decision.**
23. **Consider recommendation and decide which subjects ought to be taught**
24. **Agree the annual pupil performance targets and monitor and review progress..**

Terms of reference for finance and resources (for LGB NOT MAT Board)

Purpose statement

To ensure the school has strategic plans in place to deliver effective teaching and learning within the school budget.

Terms of Reference

1. To ensure the school adheres to the local authority's conditions of the 'Scheme for Financing Schools.' **Will no longer apply as MAT-will need replacing?**
2. To oversee the longer-term strategic planning of the school's finances.
3. To oversee the preparation of the annual budget plan and ensure it links to the school development plan priorities agreed by the governing body. **To include the 3 year Asset Management Plan and 3 Year ICT Plan. (3 Year Budget Plan)**
4. To agree the final budget or recommend it for approval to the full governing body.
5. To notify the approved budget to the **DfE** by the agreed deadline.
6. To agree the level of delegation to the headteacher for the day-to-day financial management of the school. **The Headteacher on behalf of the Finance Committee has the authority to approve virements up to £10k.**
7. To monitor expenditure and ensure corrective action is taken where necessary.
8. To evaluate spending to ensure value for money in raising standards of education. **The committee will adhere to Ofsted's four principles of best value (compare, challenge, compete, consult) and review services and functions annually and sign the Best Value Statement.**
9. To monitor income and expenditure of all public funds according to an agreed timescale. **To ensure there are processes in place for continuous monitoring of all financial transactions and procedures and that they are carried out by the following bodies: Governor's Finance Committee, Head teacher/Assistant Head teacher and Bursar/SBM.**
10. To approve transfer between budget headings within agreed limits.
11. To ensure accurate accounts are kept.
12. To ensure key financial decisions are properly recorded. **The Finance Committee is responsible for ensuring the duties of office staff concerned with financial transactions are, as far as is practicable, distributed so that at least two people are involved with both receipts and payments. The work of one person should act as a check on the work of the other. All such checks should be documented as having been carried out.**
13. To authorise signatories for the school bank account for notification to the **DfE**. **To formally nominate in writing the Chairman of Governors, Head teacher (assistant HT in HT absence) and Bursar/SNM to sign financial documents on behalf of the school, and to ensure specimen signatures are on file (copied to audit).**
14. To ensure the audit of non-public (voluntary) funds **annually by a competent and independent person. The Chairman of the Finance Committee to act as treasurer for the school fund account.**
15. To establish procedures for governors to claim expenses. **Governors allowance policy, reviewed annually.**
16. To ensure a register of pecuniary and business interests for governors and staff is kept and is open to inspection. **Reported to the Full Governing Body annually and published on the school website.**
17. To review and approve the school's charging and remissions policy.
18. To make decisions in respect of service agreements and contracts.
19. To determine whether sufficient funds are available for pay increments. **Review and agree on an annual basis the financial priorities and implications for the staffing structure of the school and to recommend what action school should take.**
20. To ensure the school meets the relevant statutory deadline **for Schools Financial Value Standard. Will not be SFVS after conversion**

Terms of reference sites and facilities

Purpose statement:

To ensure the school provides a safe, healthy and sustainable environment for pupils, staff and visitors.

Terms of Reference:

1. To advise the governing body on priorities, including Health and Safety, for the maintenance and development of the school's premises.
2. To ensure that the LEA's health and Safety Policy is complemented by the School's Health and Safety Policy, that these procedures are kept up-to-date and that positive arrangements are in place to ensure that all staff and students are aware of and comply with its contents.
3. To ensure that the policy contains rigorous and comprehensive systems for active monitoring (auditing health and safety management systems, inspections, risk assessments) and reactive monitoring (accident/incident investigation) and rectifying identified faults within the School.
4. To ensure there is adequate provision both in staffing, facilities and resources to allow the school to meet both its legal and moral obligations with respect to health, safety and welfare.
5. To oversee arrangements for repairs and maintenance.
6. In consultation with the headteacher and the Finance Committee, to oversee premises-related funding bids.
7. To oversee arrangements, including Health and Safety, for the use of school premises by outside users or for extended services, subject to governing body and local authority policy.
8. To establish and keep under review a Building Development Plan.
9. To establish and keep under review an Accessibility plan.
10. To monitor the impact on teaching and learning of the condition of the school site and buildings.
11. To ensure the security of school premises.
12. To monitor energy and utilities bills to support sustainability.
13. To oversee arrangements related to purchasing and contracts
14. *Additional items which individual governing bodies may wish to include.*

Terms of reference personnel and development

Purpose statement

To ensure the school staffing complement supports the schools aims and ethos and is affordable.

Terms of Reference:

1. To determine staffing levels and management structure.
2. To provide support, guidance and accountability for the headteacher on all personnel matters.
3. To consider the headteachers recommendations on teachers salaries in line with the school pay policy.
4. To review the School Pay Policy and its implementation in line with DfES and local authority regulations and guidelines, refer any financial implications to the Finance Committee, and report back to the governing body.

5. To support strategic planning for internal promotions and permanent staffing posts.
6. To receive reports and monitor the decisions delegated to the headteacher on temporary appointments (in accordance with the local authority's general policy on the employment of schoolteachers on fixed term contracts).
7. To report to the governing body on decisions taken by the Committee in the exercise of any delegated powers.
8. To review the Performance Management Policy and its implementation in line with DfES and local authority regulations and guidelines and report back to the governing body.
9. To ensure that CRB, police and list 99 checks are completed satisfactorily.
10. To oversee the appointment procedure for all staff.
11. Ensure policies are in place for staff discipline, grievance, capability, and redundancy based on local authority guidance.
12. To keep under review staff work/life balance, working conditions and well-being, including the monitoring of absence.
13. To ensure proper arrangements are in place to consider any appeal against a decision on pay issues.
14. *Additional items which individual governing bodies may wish to include.*