



SCHEME OF DELEGATION

22 June 2020 v8

Scheme of Delegation

Version	8.0		
Approved by Board of Directors	2 nd July 2020		
Version	Date	Description	Revision author
1.0	Sept 2016	Trust Version Created	Board
2.0	5 th July 2017	Annual Update (draft until approved at Board 13/7/17)	DJH/CT
3.0	19 th October 2017	Updated for Board 19/10/17	CDT
6.0	16 th July 2018	Approved at Board 12/7/18	CDT
7.0	3/7/19	Approved at Board 11/7/19	CDT
8.0	22/6/20	Approved at Board 2/7/20	DJH/VB/CT

Significant Changes since previous version

(Academies Financial Handbook – AFH)

Section	Document Reorganisation
New 3.0	3.0 is a new section describing key documents linked to the scheme of delegation. The following sections from the old document have been moved here: Section 16 Trust statutory policies Section 17 Trust non-statutory policies/procedures Section 18 LSC statutory policies Section 19 LSC non-statutory policies/procedures
Old 4	The old section 4 covering the role of the DfE, Ofsted, ESFA and the RSC was background information and has been removed
Old 12.0	The old section 12.0 that described the Board and Committee structure has been removed, this is a duplication of the explanation in the Trust credentials.
Old 7.0	Committees of the Board section now includes all the committees including these from the old Scheme of Delegation: Section 8.0 Central Improvement Team Committees Section 9.0 Local School Committee
Old 15	Conditions for appointment of Directors/Trustees and/or LSC members has been moved up the document above the Terms of Reference.
Old 20	The old section 20, summary of delegations has been removed as it was based on older versions of governance competency frameworks.

New Section	Significant Amendment
1.0	Definitions: Omission of Chief Operating Officer role and addition of Chief Financial Officer. Addition of all key documents.
2.0	Updated to reflect the latest drafting of the Trust's remarkable schools vision.
2.0	Point 3 Trust values added – No child left behind.
3.0 (new)	Point 9 Added reference to the Business Management Manual as a part of the Scheme of Delegation.
3.0 (new)	Point 10 Policy section moved here and clarified as a mandatory delegation.
3.0 (new)	Point 11 Trust School Contract added here as guidance

3.0 (new)	Point 12 Trust Leadership Skills and Credentials document added here as an explanation.
5.0	Point 22 added explanation of the role of Members working with Trustees from the Academies Financial Handbook.
7.0	Point 25 DfE six key features of effective governance and reference to the DfE documentation on Governance Competency Framework added to Beckfoot Trust Board responsibilities section
7.0	Point 27 Education Committee clarification that Chair will be appointed annually. Membership updated.
7.0	Point 29 Business Committee clarification that Chair will be appointed annually. Membership updated.
7.0	Point 30 Local School Committee delegations amended for clarification
7.0	Point 33 Audit Committee role clarified in relation to the appointment of external Auditors and importance of internal scrutiny based on risk profiling.
7.0	Point 35 Clarification that Remuneration Committee is now responsible for the remuneration of the Trust Executive Leadership Team.
7.0	Point 39 Ad Hoc Committees – Discipline, Grievance Delegations. Changed and developed to cover appeals.
8.0	Point 40-48 and others role of the CEO updated to reflect the development of the Executive Leadership Team. Omission of the role of Chief Operating Officer. Addition of the Role of Finance Director Addition of the Role of Executive Headteacher Addition of the Role of Associate Director People and Talent, HR Addition of the Role of Associate Director People and Talent, Talent Management Addition of the Role of Operations Director Addition of the Role of Associate Director, External Community Relations
8.0	Point 49 Section on specific delegated authority to individual staff now includes the section about the Headteacher Steering Group
8.0	Point 50 added to cover delegated responsibility to 'other staff'
9.0	No change to Conditions of appointment for Directors/Trustees and/or LSC Members but it has been moved in the document.
10.0	Point 60 Allowance made for a Trust Board Committee to include any other appropriately qualified person as well as LSC members.
11.0	Point 78 A provision is added to make clear Observers may attend LSC meetings if agreed by the Headteacher and LSC Chair.
11.0	Point 94 Requirement for a Director/Trustee to be present at and LSC meeting for it to be quorate is removed.

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1 Definitions

'Articles' means the Articles of Association of the Company;

'Associate Director' is a job title for an employee of the Company and does not infer that the postholder is a Director/Trustee of the Company;

'Board' means the Board of Directors/Trustees of the Company;

'Business Management Manual' means the file of delegated business management responsibilities made available to headteachers under this scheme of delegation that includes mandatory requirements;

'Chief Executive Officer' means the person appointed by the Board to act as the Trust's Chief Executive and to be the Trust's Accounting Officer (AO);

'Chief Financial Officer' means the person appointed to act as the Trust's Chief Financial Officer (CFO);

'Clerk' means the clerk to the Board;

'Company' means Beckfoot Trust, a company limited by guarantee with registered number 8155088;

'Committee' means any Committee of the Board set up established pursuant to article 100 of the Articles of the Company. **'Director/Trustees'** means those persons appointed as Director/Trustees of the Company;

'Corporate Strategy' means the Trust's over-arching strategic planning document, sometimes referred to by the RSC as a Growth Plan;

'Headteacher' means the member of staff at the 'Local School' who has been appointed as Headteacher to have overall day to day control of and responsibility for the 'Local School';

'Leadership Skills, Credentials and Capacity' means the document that identifies the names, roles, responsibility and credentials of the Members, Board Members and members of the Executive Leadership Team;

'Local School Committee (LSC)' means the local Committee of the Board for the 'Local School' constituted as provided by paragraph 40 of this document. Note: under Article 100, this committee is constituted as a Local Governing Body;

'Local School Committee (LSC) member' means a member of the Local School Committee of the Board;

'Local School' means any school that is part of Beckfoot Trust;

'MAT' means Multi-academy Trust;

'Parent Director' means anyone appointed to the Board as an elected parent Director.

'RSC' means Regional Schools Commissioner responsible for approving and monitoring academies and free schools in their area on behalf of the Secretary of State for Education.

School Improvement Toolkit means the file of delegated responsibilities made available to headteachers under this scheme of delegation;

'Staff Local School Committee (LSC) member' means a member of staff elected to be a member of the Local School Committee by members of staff of the Local School or in default of election appointed by the Local School Committee;

'Trust Policies' means those documents and the actions included that are approved by the Board for implementation;

'Trust School Contract' means the document that sets out the relationship between the Trust and its schools including roles and responsibilities;

'this document' means these Terms of Reference and Delegations.

2 Beckfoot Trust Core Purpose and Principles

Beckfoot Trust – Who we Are

1. Beckfoot Trust is a multi-academy family of primary, secondary and special schools closely located in the Bradford district. It was formed in 2013 and now includes ten schools with over 7,000 young people. Bradford Local Authority determines who attends our schools so we properly represent the communities they serve. We believe that by working in partnership our schools can transform life chances and strengthen communities.

Trust Core Purpose

2. We are here to create a family of remarkable schools that collaborate to ensure all their young people enjoy learning and expect to be successful. Schools where families are involved, where you feel and see a learning culture that is purposeful, celebratory and inclusive. Schools that are great places to work, where staff develop professionally and feel valued and cared for. Schools where learners strive for outcomes to rank them in the top 20% by comparison with young people in similar schools. With sustained success, lives change, communities thrive and we all benefit.

Trust and School Values

3. For the Trust, we seek to create remarkable schools where **no child is left behind**.
4. For schools, every learner should enjoy contributing to their school, learn enthusiastically and succeed beyond expectations. **Enjoy - Learn – Succeed**

Conditions for Membership of Beckfoot Trust

5. For a school to join the Trust:
 - a) The arrangements must contribute to the RSC's vision for school improvement in Bradford
 - b) The schools need to:
 - Educate Bradford's young people
 - Be comprehensive in status and ethos
 - Be co-educational
 - Be located within a 20 minute off peak drive-time of BD16
 - Actively want to join the Beckfoot Trust
 - Adopt the Trust Values, it's vision and organisational principles
 - Respect national terms and conditions of employment

The decision to bring a new school into the Trust has to be made with a view to the educational and commercial risks of the Trust of their inclusion.

Key Features of Beckfoot Trust and its Schools

6. Key Features of Beckfoot Trust

Collaborative Partnership

Our schools are thriving because they enjoy working in partnership to identify the best ideas that unlock the academic and personal potential in every learner.

Developing Leaders

Leadership training is a key feature of the Trust and we actively nurture new and mature talent.

Investment in Teachers

Teachers flourish when they can talk about teaching, observe each other, have dedicated time to plan and reflect on their practice.

Central Improvement Team

The Central Improvement Team is a streamlined group of highly experienced educationalists with school improvement and commercial expertise that systematically support schools and quality assure their effectiveness.

Trust Governance and Local Stakeholder Voice

The Trustees ensure clarity of vision, ethos and strategy and hold staff to account for the performance of the schools. They know that each school is unique and sits at the heart of its community.

7. Ambitions for Our Young People

A Curriculum for a 21st Century Generation

Our curriculum is relevant and allows learners to apply their knowledge and skills to the world in which they live. We respond to the specific needs of all learners and inspire creativity, ambition and an enthusiasm for learning. Our curriculum inspires learners to be:

Confident Communicators

We want young people to be able to talk, read, write and use numbers with confidence.

Knowledgeable and Expert Learners

Once experienced, a thirst for knowledge, a determination to 'have a go' and a love of learning remain with us for life.

Committed Community Contributors

Our young people develop informed perspectives about local, national and international issues. They develop views and become active citizens in school and at home.

Future-ready Young People

The rich subject knowledge of our teachers, appropriate use of new technologies and work related experience allow young people to identify a pathway for themselves beyond school and to thrive when it arrives.

No Child Left Behind

The Trust believes that every learner has the potential to do great things with their lives and also that they all have some element of vulnerability that needs to be cared for.

Family Involvement in Learning

Families give school an expert understanding of their children. By celebrating success and working together to overcome difficulties we can ensure our young people enjoy their learning, self-regulate their behaviour, have ambition, attend regularly and work independently at home.

Seamless Transition from Early Years to Adulthood

The Trust focuses on securing seamless academic and pastoral transition from early years to primary school, primary to secondary, secondary to sixth form, college and the world of work.

8. Ambitions for Staff

A Positive Culture and Working Conditions

The Trust's success is sustained by recruiting and retaining talented people. Our culture is shaped with four themes we promote under the heading of people and talent:

Effective Leadership of People

Our leaders are value centred, transparent in intent, visionary and ambitious. They are self-reflective, seeking regular feedback on their performance and always secure collective ownership of new initiatives.

Investment in Professional Development

Refreshing and developing the skills of staff gives their careers momentum and them confidence. High quality professional development underpinned by annual self-reflection and appraisal for all staff at every stage of their career is an entitlement.

Managing Workload and Wellbeing

The Trust Workload and Well Being Charter demonstrates our determination to ensure our staff are cared for and freed to concentrate on the things that make the most difference for our young people.

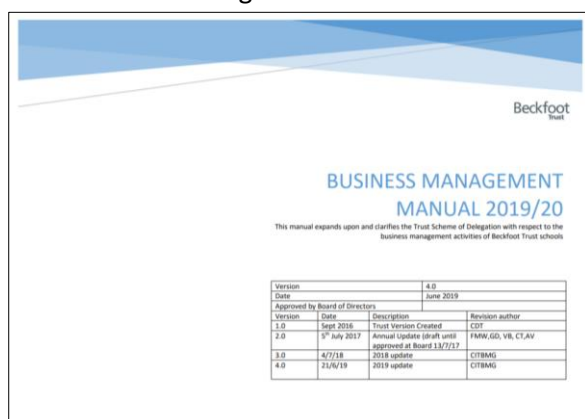
Respecting National Conditions of Employment

Our partnership with Trades Unions and Professional Associations is a regular reminder of our responsibility as a major employer. We value their contribution and support for our ambition to be an employer of choice.

3 Key Documents Linked to the Scheme of Delegation

Business Management Manual (Mandatory)

9. This operating manual expands upon and clarifies the Trust Scheme of Delegation with respect to the business management activities of Beckfoot Trust Schools. It forms part of the Trust's Scheme of Delegation.



Trust Policies (Mandatory)

10. Policy documentation and compliance is a key element of delegated authority.

Trust Statutory Policies

- Student Attendance ~
- Student Behaviour ~
- Charging and Remissions >
- Child Protection policy and procedures (inc. Forced marriage, FGM and Prevent and e-safeguarding) ~
- Complaints Procedure (Parents & Members of the public) >
- Equality information and objectives >
- GDPR, Data protection and FOI >
- Health and Safety >
- Recruitment, Safer Recruitment & DBS (Central Record of Recruitment and Vetting Checks) >
- Special Educational Needs ~
- Staff Discipline, Conduct and Grievance >
- Supporting pupils with medical conditions ~

Approving Committee:

- Education Committee for School Improvement ~
- Business Committee for school Improvement >

Trust non-statutory Statements /Procedures

- Accident/incident Reporting >
- Staff Attendance Management >
- Business Management Manual (Finance, HR, H&S and Estates) >
- Confidential Reporting Code for Staff (Whistleblowing) >
- Expenses Policy >
- Internal Audit Policy >
- Online Safety, Social Media and ICT ~
- Pay and Performance Management Policy ~
- Local Government Pension Scheme Discretionary Benefits Policy >
- Sixth Form admissions policy ~
- Violence at Work >
- Flexible Working (Work and families) >
- Trust Staff Code of Conduct >
- Trust Curriculum Statement ~
- Trust Gifts and Hospitality policy >
- Trust Leadership Principles and Standards ~
- Trust Managing Workforce Change Policy >
- Trust Business Continuity Plan >
- GDPR Data Breach Procedure >
- GDPR Data Access Request Procedure >
- GDPR Data Processing Impact Procedure >
- GDPR CCTV Policy >
- GDPR Records Management Policy >

Responsible Committee:

- Education Committee for School Improvement ~
- Business Committee for school Improvement >

Local School Statutory Policies

- Accessibility Plan #
- Admissions (link to Local Authority) #
- Childcare Act and Disqualifications regulations #
- Curriculum Statement #
- Early Years Foundation Stage Policy #
- Local School Health and Safety delegations #
- Premises Management Documents # (Records held in EVERY)
- Register of Pupil's Admission to School # (Record held in school)
- Register of Pupil's Attendance # (Record held in SIMS)
- School Information Published on School Websites #
- Sex Education #

Approving Committee:

- Local School Committee #

Local School non-statutory Statements/Procedures

- Attendance Management and Punctuality Procedure #
- Behaviour Procedures #
- Business Continuity Plan #
- Fire Evacuation Strategy #
- Fire Risk Assessment #

- Home School Agreement #
- Lettings/Community use #
- Off Site Visits and Activities #
- Spiritual, Moral, Social and Cultural Policy (SMCS) #
- Travel Plan #

Approving Committee:

Local School Committee #

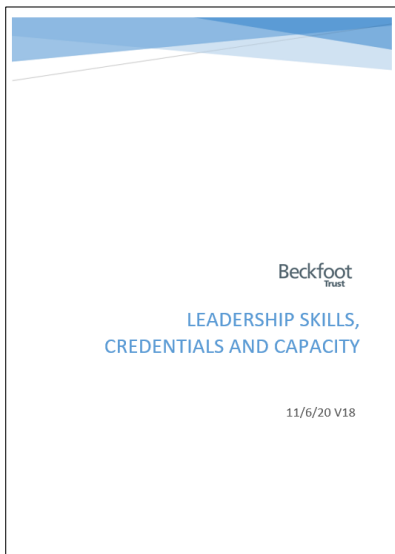
Trust School Contract (Mandatory)

11. The Trust School Contract explains exactly what the Trust expects of each school and what each school can expect from the Trust.



Leadership Skills, Credentials and Capacity (Explanation)

12. The Trust credentials document explains the Board’s membership, skills and credentials it also clarifies the credentials of the Trust’s Members and Executive Leadership Team.



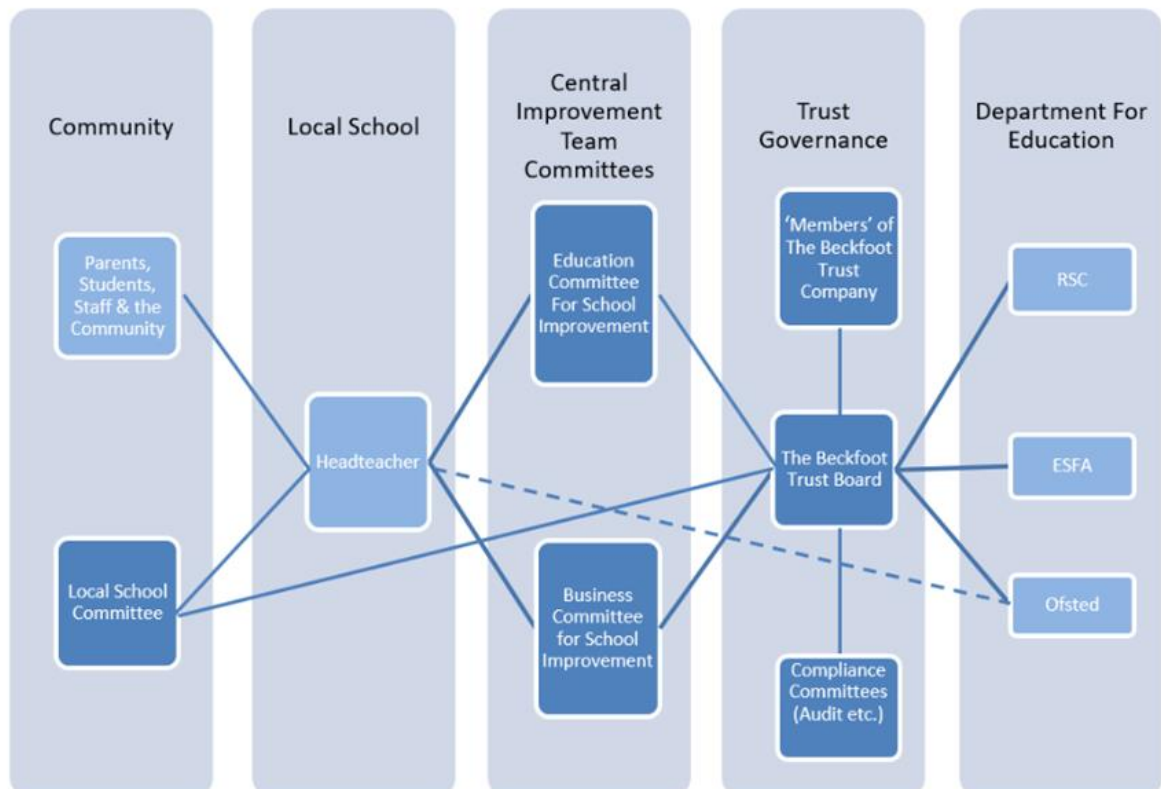
Trust Corporate Strategy, Growth Plan (Explanation)

13. The Trust’s strategic priorities are defined within the Trust’s Corporate Strategy (the RSC often describes this as a Growth Plan)



4 Governance and Operational Structure of Beckfoot Trust

14. Multi-Academy Trusts like Beckfoot Trust are companies limited by guarantee and therefore operate within a defined corporate governance framework (Companies Act). The Beckfoot Trust Board, the Members of the Company and Committees are responsible for ensuring its compliance with Corporate and Charity (Beckfoot Trust is an Exempt Charity) legislative requirements. The governance structure of Beckfoot Trust is described in this document.



15. The Committees of the Board are established pursuant to article 100 of the Articles of the Company.
16. Legal responsibility for the Local School(s) lies with the Company. The Company is governed by the Board, who, in relation to the Local School, rely on advice and support from its Committees, in regard particularly (but not limited to) the specific matters delegated in this document. The Board is not bound by any decision of the Committees, (except in respect of those matters specifically delegated to them by the Board).
17. Where any power or function of the Directors/Trustees has been exercised or has been purported to be exercised by the Committees, it shall report to the Director/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 Board immediately following the taking of the action or the making of the decision (or, in the case of a matter of urgency, by contacting a Director/Trustee within 48 hours thereof).

5 The Members of the Company Responsibilities

18. As charitable company limited by guarantee Beckfoot Trust has Members who have a similar role to the shareholders in a company limited by shares. Most notably they:
 - are the subscribers to the memorandum of association (where they are founding members)
 - may amend the articles of association subject to any restrictions created by the funding agreement or charity law
 - may, in certain circumstances, appoint new members or remove existing members
 - have powers to appoint and remove trustees in certain circumstances
 - may, by special resolution, issue direction to the trustees to take a specific action
 - appoint the trust's auditors and receive the audited annual accounts (subject to the Companies Act)
 - have power to change the company's name and, ultimately, wind it up.
19. Following guidance from the RSC in May 2016, the Trust has agreed to form a cohort of five Members (or more), with only one, the Chair of Trustees being a Director/Trustee of Beckfoot Trust.
20. The Members will meet at least twice each year.
21. The Members will hold the Board to account based on:
 1. The Annual Educational and Financial Statements as presented at the Annual General Meeting
 2. The Annual review of the Board's effectiveness
 3. Other criteria that they consider appropriate to the aims of the organisation as defined in its Charitable Objectives, Articles or criteria laid down in its Funding Agreements

22. Working with the Directors/Trustees

As responsibility to conduct the trust's business sits with the trustees, members should be 'eyes on and hands off' and avoid compromising the board's discretion. However if the governance of the Trust by the Board becomes dysfunctional the members will have a strong interest in ensuring the Board has plans to address the issues or otherwise to remove the Board or individual Directors/Trustees and re-appoint Directors/Trustees with the skills necessary for effective governance.

6 Beckfoot Trust Board Responsibilities

23. The Directors/Trustees are the charity trustees and responsible for the general control and management of the administration of the Company and of the Local Schools in accordance with the provisions set out in the Articles of the Company and the Funding Agreements.

24. The Company has entered into a Master Funding Agreement and a Supplemental Funding Agreement in relation to the Local School with the Secretary of State (together the 'Funding Agreements').

25. The role of the Board is to ensure:

1. The Beckfoot Trust is governed and managed so as to comply with requirements and take account of the guidance set out by the DfE in the following documents and their successor publications:

- The Beckfoot Trust Articles
- The Beckfoot Trust Funding Agreement
- The Companies Act
- Supplementary Funding Agreements for Local Schools
- The DfE Governance Handbook
- The DfE Competency Framework for Governance
- The Academies Financial Handbook
- The Academies Annual Accounts Direction
- DfE statutory guidance on keeping children safe in education

2. The purpose of governance is to provide confident and strong strategic leadership which leads to robust accountability, oversight and assurance for educational and financial performance. The Board ensures it manages the three core functions of governance as described in the 'Governance Handbook':

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

The DfE also define three financial disciplines that any well-run organisation should expect to deploy:

- Having rigorous procedures for preparing and monitoring financial plans
- Delivering effective operational controls
- Maintaining a system of internal scrutiny to remain compliant

Finally, the DfE defines six key features of effective governance as follows:

- Strategic leadership that sets and champions vision, ethos and strategy

- Accountability that drives up educational standards and financial performance
 - People with the right skills, experience, qualities and capacity
 - Structures that reinforce clearly defined roles and responsibilities
 - Compliance with statutory and contractual requirements
 - Evaluation of governance to monitor and improve its quality and impact
3. The Schools adopt the Trust's values, core purpose and key features and organisational principles described in section 2.
 4. The Schools within the Trust comply with the Ofsted framework and aspire to become outstanding examples of comprehensive education.
26. Any director may attend any committee meeting providing they note any declarations of interest.

7 Committees of the Board

Education Committee for School Improvement Delegations

27. The Education Committee of the Board will be made up of:
1. The CEO
 2. The Chair of Trustees
 3. Directors/Trustees with appropriate experience
 4. The School Improvement Director (advisor)
 5. The Associate Director School Evaluation and Effectiveness (advisor)
 6. Trust Executive Headteachers (advisors)
 7. Other school improvement advisors by invitation
- Only Directors present have voting rights (Advisors are not Directors/Trustees). Attendance figures will be noted in the Annual Report and Accounts based on the number of Directors/Trustees nominated to attend the Committee although all are welcome to attend.
28. The role of the Education Committee is to take delegated responsibility for the educational performance of the schools within the Trust. Their remit is to:
- Ensure all students are safeguarded..
 - Systematically monitor the performance of the school against the Ofsted framework
 - Assess and document the level of risk to becoming outstanding for each school within the Trust
 - To co-ordinate the brokering of Central Improvement Team support
 - Assess the effectiveness of the leadership in each Local School
 - Approve and monitor Trust Statutory Policies described in Section 2 Point 10
 - Approve and monitor Trust non-statutory Statements/Procedures described in Section 2 Point 10

Business Committee for School Improvement Delegations

29. The Business Committee of the Board of Director/Trustees will be made up of:
1. The CEO and Accounting Officer
 2. The Chair of the Board
 3. Directors/Trustees with appropriate experience

4. The Chief Financial Officer (Advisor)
5. Associate Director for People and Talent HR (Advisor)
6. Associate Director for People and Talent Talent Management (Advisor)
7. Operations Director (Advisor)
8. Other business management advisors by invitation (CIT Associate Directors, Cluster Business managers)

Only Directors present have voting rights (Advisors are not Directors/Trustees). Attendance figures will be noted in the Annual Report and Accounts based on the number of Directors nominated to attend the Committee although all are welcome to attend.

30. The role of the Business Committee is to take delegated responsibility for:

1. Financial Management of the schools in accordance with the Academies Financial Handbook and academies accounts Direction. Specifically for:
 - a. Delegating responsibility to the Central Improvement Team and Local School Headteacher via the 'Business Management Manual'
 - b. Recommending budgets to the Board for approval
 - c. Reviewing and approving proposals for the annual budget for the Local School for consideration by the Board
 - d. Reviewing management accounts reports which enable the current and predicted end of financial year situation of the Local school to be determined and assist the Local School to achieve the necessary financial outcomes
 - e. Approving financial activity where Board approval is required in accordance with the Financial Procedures described in the 'Business Management Manual'
 - f. Reviewing the Trust Risk Registers and making recommendations to the Board
2. The organisation of staffing arrangements to meet the aims of the Trust and so as to develop talent and remain compliant with employment legislation. Specifically for:
 - a. Delegating responsibility to the CEO, Central Improvement Team and Local School Headteacher via the 'Business Management Manual' for planning the workforce, recruitment and employment matters
 - b. Monitoring the attraction and retention of staff, staff well-being and welfare
3. Assessing the effectiveness of the Trust's cluster business management and central services provision including its development, implementation and the delegation of responsibility to Central Improvement Team, Local School Headteacher and Local School Committee via the 'Business Management Manual'. Including but not limited to:
 - a. Finance, accountancy and audit
 - b. Legal
 - c. Human Resources and Payroll
 - d. Compliance and Health and Safety
 - e. Marketing and corporate communications
 - f. Estate Management
 - g. Central ICT Services
 - h. Community services
4. Approve and monitor Trust Statutory Policies described in Section 2 Point 10.
5. Approve and monitor Trust non-statutory Statements/Procedures described in Section 2 Point 10.

Local School Committee Delegations

31. Subject to provisions of these Terms of Reference, the Companies Act 2006, the Articles and to any directions given by the Board, the Local School Committee may exercise such of the powers

of the Company as may be specifically delegated to it. Unless and until the Board decides otherwise, it specifically delegates to the Local School Committee the following duties:

1. Be aware of and promote the Trust's Core Purpose and key features described in section 2.
2. Taking particular responsibility for ensuring:
 - Student welfare and well-being
 - Staff welfare and well-being
 - Family engagement
3. To systematically review and survey results related to student well-being, staff well-being and family engagement and ensure continuous improvement.
4. To hold meetings at times identified in the Trust's Monitoring and Evaluation Calendar and to an agenda that includes the priorities for reporting that it includes.
5. To appoint a clerk and make minutes of LSC meetings available to the CIT as soon as practical after meetings.
6. Be aware of, understand and advocate for the school's progress by understanding:
 - Self Evaluation Form
 - School Improvement Plan
 - External Reviews
7. To act for the Board when requested as members of recruitment panels, appeals committees related to staff and student discipline and grievance or in relation to complaints.
8. Approve and monitor Local School Statutory Policies described in Section 2 Point 10.
9. Approve and monitor Local School non-statutory Statements/Procedures described Section 2 Point 10.
10. To propose appointments of Local School Committee members with specific responsibilities as it requires or as directed by the Board.
11. Advise the Board on any matters that arise related to:
 - The implementation of Trust Statutory Policies
 - The implementation of Trust non-statutory Statements/Procedures
 - Other identified Risks to the Trust
12. To set up a Register of LSC members' Business Interests and to set up an LSC members' Skills and Experience Matrix.

Audit Committee of the Board Delegations

32. The Audit Committee of the Board will be made up of:
 1. One Director/Trustee assuming the role of Chair
 2. The remaining Directors/Trustees not members of the Business Committee for School Improvement.
33. The role of the Audit Committee is to take delegated responsibility for:
 1. Identifying on a risk-basis (with reference to its risk register) the areas it will review each year, modifying its checks accordingly.
 2. The External Audit function including the appointment process for external advisors as necessary. External Auditors are appointed by the Members on the recommendation of the Audit Committee.
 3. Directing the Trust's programme of internal scrutiny and reporting to the Board on the adequacy of the Trust's financial and other controls and management of risks. The internal scrutiny function must focus on:
 - Evaluating the suitability of, and level of compliance with, financial and other controls. This includes assessing whether procedures are designed effectively and efficiently, and checking transactions to confirm whether agreed procedures have been followed

- Offering advice and insight to the Board on how to address weaknesses in financial and other controls, acting as a catalyst for improvement, but without diluting management's responsibility for day to day running of the Trust
 - Ensuring all categories of risk are being adequately identified, reported and managed.
4. Oversight of information submitted to DfE and ESFA that affects funding, including pupil number returns and funding claims (for both revenue and capital grants) completed by the trust is accurate and in compliance with funding criteria.

Remuneration Committee Delegations

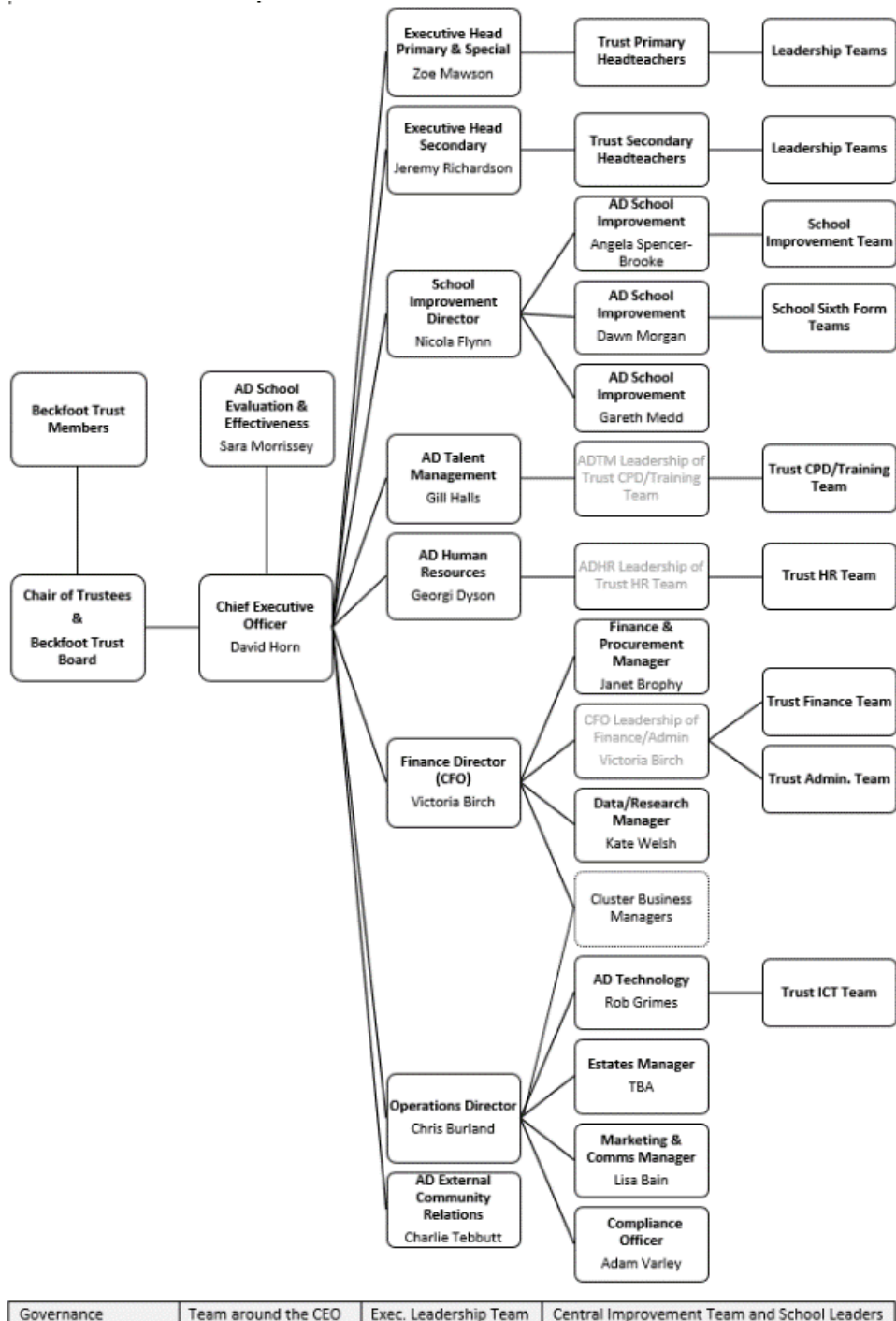
34. The Remuneration Committee of the Board will be made up of:
1. The Trust Chair.
 2. The Trust CEO (with careful attention to conflicts of interest).
 3. Two Directors/Trustees.
35. The role of the Remuneration Committee of the Board is to take delegated responsibility for:
1. Managing Trust CEO's performance and remuneration.
 2. Making decisions related to specific pay bands for Trust staff that fall within recommended maximums and minimums as described in the School Teachers Pay and Conditions Document or the NJC guidance.
 3. Managing the remuneration of higher paid staff and employed Director/Trustees.
 - a. Headteachers and Heads of School in Trust Local Schools
 - b. The Trust's Executive Leadership Team
 - c. Employed Directors/Trustees of the Trust
36. The Remuneration Committee ensures its decisions about levels of executive pay (including salary and any other benefits) follow a robust evidence-based process and are a reasonable and defensible reflection of the individual's role and responsibilities. No individual can be involved in deciding their remuneration.

Ad Hoc Committees – For example Appeals

37. Minimum requirement for three Committee members, two of whom must be Directors/Trustees. At least one of whom must be independent to the running of the school involved.
38. Formed from Directors/Trustees or LSC members or other people identified by the Board for their particular skills and experience, as necessary and taking those decisions delegated to it by the Board.
39. The role of ad-hoc committees varies according to need. This could include:
- Reviewing the referrals made to the Board through the Policies for Student and Staff Discipline and Grievance
 - Investigation and resolution of complaints
 - Appeals

8 Specific Delegated Authority to Individual Staff

40. The Trust's leadership arrangements are described below:



The following roles are described for clarification:

Chief Executive Officer (Accounting Officer)

41. The Chief Executive Officer will work closely alongside the CIT to support and challenge Headteachers to fulfil the Trust Core Purpose. They will ensure that Beckfoot Trust is recognised both locally and nationally, as an example of best MAT practice. Subject to the statements and directions of the Board, the CEO shall be responsible for:
1. Responsible for performance of the Trust and accountable to Directors/Trustees, Members, RSC , ESFA, the DfE and Parliament.
 2. Responsible for ensuring that all schools to be at least 'good' in Ofsted terms.
 3. Responsible for overseeing and shaping the 'Corporate Strategy' for the Trust. – (Values/Vision/SEF/Improvement Strategy/Tactics).
 4. Management of the Trust Headteacher appraisal process including Job Description, Self-Evaluation Toolkit/Beckfoot Trust Leadership 360.
 5. To ensure the genuine benefits of being in a collaborative Trust (benefits of scale) are realised (time, resources, cost. Best ideas prevail).
 6. Direct Line Manager of staff in the Executive Leadership Team.
 7. Accountability for the Teaching School.
 8. Chairs Trust Headteacher Steering Group.
 9. Attends Trust Business Committee meetings and CIT (School Improvement and Business) meetings.
 10. Prepares reports for Directors/Trustees and Members, including regular update of Trust Risk Register.
 11. Promotes the Trust and seeks out partnerships with other Trusts and agencies who may support development of the Trust.
 12. Director/Trustee.

Executive Headteachers

42. The Executive Headteacher will work closely alongside the CEO to support Headteachers to fulfil the Trust Core Purpose. They will ensure that Beckfoot Trust is recognised both locally and nationally, as an example of best MAT practice. Subject to the statements and directions of the Board, the Executive Headteachers shall be responsible for:
1. Being a member of the Trust Executive Leadership Team and contribute to the Trust's wider work.
 2. To line manage the Local School Headteachers and oversee their performance management.
 3. To work alongside the CEO, School Improvement Director and other members of the Trust Executive Leadership team to ensure that schools are fully aligned to agreed Trust wide approaches.
 4. To ensure HTs are supported to fully align to Trust expectations relating to the School Improvement Framework (Strategies 1 to 3) and formal networks.
 5. To have specific responsibility for ensuring that Strategy 1 within the School Improvement Framework (Highly effective Leadership and Management) is embedded across each school.
 6. To attend Education Committee.

Local School Headteacher

43. The Headteacher will work closely alongside the Executive Headteacher and CEO to fulfil the Trust Core Purpose. They will ensure that Beckfoot Trust is recognised both locally and nationally, as an example of best MAT practice. Subject to the statements and directions of the Board, the Headteacher shall be responsible for:
1. Be a member of the Trust Headteacher Steering Group and contribute to the Trust's wider work.
 2. The leadership and management of the Local School in accordance with the school delegated authority defined in the 'Business Management Manual' and the Trust School Contract.
 3. Implementing the agreed policies and procedures set out by the Board and the Local School Committee in Section 2 Point 10, this includes the implementation of all statutory regulations.
 4. To be a passionate advocate for the Trust Vision and Values.
 5. To be responsible for the performance of the school.
 6. To monitor and remain absolutely focussed on securing outcomes for all groups of learners that place the school within the top 20% of similar schools or better.
 7. Accountable to the CEO for the performance of the school.
 8. Leadership of Ofsted preparation.
 9. Undertake the full range of duties and responsibilities as required by the CEO as set out in the Trust Headteacher Job Description, Scheme of Delegation, the School Teachers Pay and Conditions Document and the terms and conditions for associate support staff.
 10. Align school improvement strategy to the Trust School Improvement framework, 'Remarkable Learning Culture' vision and Trust Strategic Plan. Embrace the benefits of scale and efficacy that comes from working within the Trust.
 11. Demonstrate a passionate commitment to the school, its pupils, staff, families, carers and community.
 12. Develop a culture that enables all staff to be nurtured: appraised effectively, professionally developed, achieve a good work life balance, work collaboratively across the Trust, share knowledge and understanding, celebrate success and accept responsibility for outcomes.
 13. To develop leadership capacity against Trust '5 Key Habits of Successful Leaders'.
 14. To lead recruitment and retention strategies and ensure they are aligned to Trust expectations.
 15. To lead the school through all external reviews and inspections.
 16. To facilitate the working of the Local School Committee of the Board.
 17. To monitor, evaluate, analyse and review the effectiveness of the school's policies, practices and priorities, including Health and Safety, Safeguarding and British Values.
 18. Attend all Trust Headteacher Steering Group meetings.
 19. Attend Board meetings on request.
 20. Advocate for Trust wide elements of the School Improvement framework.

The Director of School Improvement

44. The Director of School Improvement will work closely alongside the CEO to support and challenge Headteachers to fulfil the Trust Core Purpose. They will ensure that Beckfoot Trust is recognised both locally and nationally, as an example of best MAT practice. Subject to the statements and directions of the Board, the Associate Director for School Improvement shall be responsible for:

7. Being a member of the Trust Executive Leadership Team and contribute to the Trust's wider work.
8. Oversee school improvement at scale strategy, implementation and management of School Improvement Framework/School Improvement Toolkit, ensuring alignment to Ofsted Framework.
9. To lead Team around the School meetings and provide in depth support for Trust headteachers in key aspects of school improvement strategy (most notably SEF/SIP/SV).
10. To work closely with senior and middle school improvement leaders across the Trust.
11. Oversee Formal Networks across the Trust and ensure that there is collective commitment from schools to collectively agreed Trust school improvement priorities aligned to the School Improvement Toolkit.
12. Calendared regular meetings with headteachers proportionate to need.
13. Leads termly 'Team-Around-The School' meetings.
14. To support Associate Director for School quality assurance to prepare termly reports for the Trust Education Committee on school improvement performance aligned to Monitoring and Evaluation Calendar.
15. Chair and co-ordinate agendas for the weekly School Improvement CIT meetings.
16. Line Management Leadership of CIT colleagues: Associate Directors for School Improvement.
17. To work closely alongside all CIT colleagues to ensure the Trust Corporate Strategy works seamlessly.
18. To keep the Trust fully updated on changes to Ofsted/DfE/Ofqual in relation to key themes.
19. Attend Education Committee meetings.

The Associate Directors for People and Talent

45. The Associate Directors for People and Talent will work closely alongside the CEO to support and challenge Headteachers to fulfil the Trust Core Purpose. They will ensure that Beckfoot Trust is recognised both locally and nationally, as an example of best MAT practice. Subject to the statements and directions of the Board, the Associate Director for People and Talent shall be responsible for:
 1. Being a member of the Executive Leadership Team and contribute to the Trust's wider work.
 2. Plan our workforce strategically. Specific responsibility for the Workforce Plan, Diversity and Inclusion, Succession Planning and Talent Management.
 3. To attract excellent staff. This to include marketing the Trust as an employer of choice, recruitment strategies and supporting teachers new to the profession through School Direct and Training Partnerships.
 4. To retain excellent staff. A specific focus on Trust Leadership expectations and development (both bespoke and link to National programmes), performance management processes, targeted support for colleagues new to teaching, reducing unnecessary workload for teachers and support staff, developing people systematically.
 5. Provides in depth support for Trust headteachers in key aspects of People and Talent. Calendared regular meetings with headteachers proportionate to need.
 6. To ensure there is collective commitment from schools to collectively agreed Trust People and Talent strategy aligned to the School Improvement Toolkit.
 7. Prepares termly reports for the Trust Business Committee on People and Talent performance aligned to Monitoring and Evaluation Calendar.
 8. Responsibility for leadership of Beckfoot Teaching School.

9. To work closely alongside all CIT colleagues to ensure the Trust Corporate Strategy works seamlessly.
10. Attend Business Committee meetings.

Finance Director (Chief Financial Officer)

46. The Finance Director (CFO) will work closely alongside the CEO. They will ensure that Beckfoot Trust is recognised both locally and nationally, as an example of best MAT practice. Subject to the statements and directions of the Board, the Finance Director shall be responsible for:
 1. Being a member of the Trust Executive Leadership Team and contribute to the Trust's wider work.
 2. Take a lead role with the CEO and Operations Director in leading and implementing the Cluster Business Management model of commercial service development.
 3. Co-ordinate the work of the Trust Central Finance Team.
 4. Account for the financial and commercial performance of the Trust to the Board, CEO, ESFA, RSC, Ofsted, Auditors and others.
 5. Oversee Trust statutory reporting and regulatory compliance.
 6. Establish, maintain and continuously improve a policy and control framework that manages financial and compliance risk.
 7. Define and deliver a robust compliance and control framework. Be proactive in identifying relevant areas of risk and proposing mitigating solutions.
 8. Establish update and maintain the Trust's Financial Planning and Analysis strategy.
 9. Work closely with the Cluster Business Managers and Headteachers ensuring each school delivers value for money, is financially self-sustaining and contributes to Trust economies of scale.
 10. Work closely with the CEO and School Improvement Director to ensure school curriculum and leadership structures are cost efficient.
 11. Lead the Trust's central administrative team
 12. Attend Business Committee meetings.

Operations Director

47. The Operations Director (CFO) will work closely alongside the CEO. They will ensure that Beckfoot Trust is recognised both locally and nationally, as an example of best MAT practice. Subject to the statements and directions of the Board, the Operations Director shall be responsible for:
 1. Being a member of the Trust Executive Leadership Team and contribute to the Trust's wider work.
 2. Leading the Trust's Marketing and Communications activity
 3. Leading the Trust's response to the climate emergency working with others as necessary
 4. Leading the Trust's Estates, Facilities Management activity.
 5. Leading the Trust's Technology activity
 6. Defining and delivering a robust compliance and control framework.
 7. Attend Business Committee meetings.

Associate Director, External Community Relations

48. The Associate Director, External Community Relations will work closely alongside the CEO. They will ensure that Beckfoot Trust is recognised both locally and nationally, as an example of best MAT practice. Subject to the statements and directions of the Board, the Associate Director, External Community Relations shall be responsible for:
1. Being a member of the Trust Executive Leadership Team and contribute to the Trust's wider work
 2. Shaping a strategic plan for the development of an impactful external community relations strategy aligned fully to the Trust's strategic priorities.
 3. Work to promote innovation at Beckfoot Trust and other local Trusts:
 4. Increase the impact of Beckfoot Trust's work by establishing specific links with key stakeholders in the City and beyond and encourage system effectiveness.
 5. Widen the Beckfoot Trust's influence by advocating for Beckfoot Trust, the sector and its achievements.
 6. Project work as required by the CEO including support for the development of Governance arrangements.
 7. Advisor to the Board, to attend Board meetings.

Headteacher Steering Group

49. The Trust Headteacher Steering Group is not a Committee of the Board but it does have a key role to play in the strategic development of the Trust. Trust Headteachers will meet along with the Central Improvement Team collectively once every half term to shape strategic development of the Trust. The meetings will be chaired by the CEO and Directors/Trustees will be invited. This group monitors the effective implementation of the Trust School improvement Framework and exploration of the best practice across Local Schools. The group also reviews the Corporate Strategy and agrees shared collaborative activity. Agenda's will align to the Monitoring and Evaluation Calendar. Headteachers will be asked to act in an advocacy role for the development across the Trust of key strategic themes identified within the School Improvement Toolkit.

Other Staff

50. Members of staff with delegated responsibilities for financial management, HR and compliance should be aware that these must be exercised in accordance with Business Management Manual.

9 Conditions of appointment for Directors/Trustees and/or LSC Members

Persons Ineligible to be Directors/Trustees and/or LSC Members

51. No person shall be qualified to be a Director/Trustee or LSC Member unless he or she is aged 18 or over at the date of his or her election or appointment. No current student/pupil of the Local school shall be an LSC member.

52. Director/Trustee or LSC Member shall cease to hold office if he or she:
- Becomes incapable by reason of mental disorder, illness or injury of managing or administering his or her own affairs;
 - Is absent without the permission of the LSC members from all their meetings held within a period of six months and the Board resolve that this office be vacated.
 - Is disqualified from acting as a trustee by virtue of section 72 of the Charities Act 1993 (or any statutory re-enactment or modification of that provision).
 - Acts or seeks to act against the Trust in any legal matter.
53. A person shall be disqualified from holding or continuing to hold office if:
- His or her estate has been sequestrated and the sequestration has not been discharged, annulled or reduced;
 - He or she is the subject of a bankruptcy restrictions order or an interim order.
 - He or she has been removed from the office of charity trustee or trustee for a charity by an order made by the Charity Commission or the High Court on the grounds of any misconduct or mismanagement in the administration of the charity for which he or she was responsible or to which he or she was privy, or which he or she by his or her conduct contributed to or facilitated.
 - He or she is included in the list of teachers and workers with children or young persons whose employment is prohibited or restricted under section 1 of the Protection of Children Act 1999; or
 - He or she is Disqualified from working with children under section 35 of the Criminal Justice and Court Services Act 2000.
 - He or she is a person in respect of whom a direction has been made under section 142 of the Education Act 2002.
 - He or she has, at any time, been convicted of any criminal offence, including any that have been spent under the Rehabilitation of Offenders Act 1974 as amended, but excluding any offence for which the maximum sentence is a fine or a lesser sentence except where a person has been convicted of any offence which falls under section 72 of the Charities Act 1993.
 - He or she has not provided to the Chair of the Board a criminal record certificate at an enhanced disclosure level under the Safeguarding Vulnerable Groups Act 2006 as amended by the Protection of Freedoms Act 2012 . In the event that the certificate discloses any information which would in the opinion of the Chair of the Board confirm their unsuitability to work with children that person shall be disqualified. If a dispute arises as to whether a person shall be disqualified, a referral shall be made to the Secretary of State to determine the matter. The determination of the Secretary of State shall be final.
54. Where a person becomes disqualified from holding, or continuing to hold office he or she, shall upon becoming so disqualified, give written notice of that fact to the Clerk.

Conflicts of Interest

55. The income and property of the Trust and Local School must be applied solely towards the provision of the Objects as detailed in the Articles. The restrictions which apply to the Director/Trustees with regard to having a Personal Financial Interest shall also apply to the LSC Members.

56. Any Director/Trustee or LSC Member who has any duty or personal interest (including but not limited to any Personal Financial Interest) which conflicts or may conflict with his or her duty to act solely in the interest of the Trust shall disclose that fact to the appropriate Clerk as soon as he or she becomes aware of it.

Director/Trustee or LSC Members must absent themselves from any discussions in which it is possible that a conflict will arise between his or her duty to act solely in the interests of the Trust and any duty or personal interest (including but not limited to any Personal Financial Interest).

10 Terms of Reference for a Meeting of the Board or a Committee of the Board

57. The Board shall act subject to the Articles of Association.

58. Any delegation of powers by the Board under this document shall be made subject to any conditions the Board may impose and may be revoked or altered by it. The functions, meetings and proceedings of the Committees and Local School Committees shall be subject to regulations (if any) made by the Board from time to time.

Composition of the Board

59. The membership of the Board includes twelve posts as described in the Articles of Association.

Composition of a Committee of the Board

60. The membership of the Committees shall be determined by the Board. In some cases, the Board may co-opt an LSC member or any other appropriately qualified person, to act for it on recruitment panels, appeals committees related to staff and student discipline and grievance or in relation to complaints. Any director may attend any committee meeting providing they note any declarations of interest. This is of particular importance if members of the Business Committee attend Audit Committee meetings.

Term of Office Directors/Trustees

61. The Term of office for Directors/Trustees is described in the Articles of Association.

Chairs and Vice Chairs

62. The Chair and Vice Chair of the Board and its Committees will be appointed by the Board.

63. If the Chair or Vice Chair is absent from any meeting of the Board or its Committees, those Directors/Trustees present shall appoint one of their number to chair the meeting. The provisions for quorum of meetings shall apply.

Meetings of the of the Board and Committees

64. The Board shall hold such meetings and committee meetings as may be necessary.

All meetings shall be convened by the Clerk, who shall send to the Board members written notice of the meeting and a copy of the agenda (and any relevant papers) at least seven clear days in advance of the meeting.

A meeting of the Board shall be called by the Clerk whenever requested by the Chair or at the request in writing of any three Director/Trustees. Where there are matters demanding urgent consideration, the Chair or, in his or her absence, a Director/Trustee may waive the need for seven days' notice of the meeting and substitute such notice as he or she thinks fit.

The convening of a meeting and the proceedings conducted shall not be invalidated by reason of any individual not having received written notice of the meeting or a copy of the agenda.

Quorum

65. No meeting of the Board may be held unless at least three Directors/Trustees are present. If in the course of a meeting of the number of Directors/Trustees present ceases to constitute a quorum, the meeting shall be terminated forthwith or will continue as a discussion forum with no decision making authority.

66. No meeting of a Board Committee may be held unless at least three Directors/Trustees are present or two Directors/trustees and one co-opted member of the LSC or other appropriately qualified person throughout the meeting. In all cases Directors/Trustees must form a majority of the Committee. If the number of Director/Trustees assembled for a meeting of the Committee does not constitute a quorum or if in the course of a meeting of the Committee the number ceases to constitute a quorum, the meeting shall be terminated forthwith or will continue as a discussion forum with no decision making authority.

Proceedings of the Board and Committee Meetings

67. Every question to be decided at a meeting of the Board shall be determined by a majority of the votes of the Directors/Trustees present and voting on the question. Director/Trustee shall have one vote. Where there is an equal division of votes the Chair of the meeting shall have a second or casting vote.

68. A Director/Trustee may not vote by proxy.

69. No resolution of the Board may be rescinded or varied at a subsequent meeting unless consideration of the rescission or variation is a specific item of business on the agenda for that meeting.

70. Any Director/Trustee shall be able to participate in meetings of the Board by telephone or video conference provided that he or she has given reasonable notice to the Clerk and that the Board has access to the appropriate equipment.

Minutes and Publications

71. Minutes will be taken of every meeting.

At every meeting of the Board or a Committee the minutes of the last meeting shall be taken as the first agenda item after any apologies, except in cases where the Directors/Trustees present decide otherwise, and, if agreed to be accurate, shall be signed as a true record.

The Clerk shall ensure that a copy of the agenda for every meeting of the Board or Committee, the draft minutes of every such meeting (if they have been approved by the Chair of that meeting), the signed minutes of every such meeting and any report, document or other paper considered at any such meeting are, as soon as is reasonably practicable, made available to the Board.

The Board or Committee may invite attendance by persons who are not Directors/Trustees where such attendance is considered by the Directors/Trustee to benefit its deliberations.

Board Decisions by Email/post

72. On rare occasions a decision or approval is needed for a Board resolution at short notice. Approval can be provided by a majority of the Board (at least seven positive votes) confirming approval of the resolution by email/post.

Amendments to these Terms of Reference

73. Terms of reference will be subject to review in each academic year and may be subject to amendment by the Board.

11 Terms of Reference Local School Committee

74. Any delegation of powers by the Board under this document shall be made subject to any conditions the Board may impose, and may be revoked or altered by it. The functions, meetings and proceedings of the Local School Committee shall be subject to regulations (if any) made by the Board from time to time.

75. The members of Local School Committees are not and nothing within this document is intended to make them company directors or charity trustees.

76. Each LSC member shall act in the best interests of the Local School at all times. Each LSC member, upon his or her appointment, will uphold the objects of the Company as set out in the Articles of Association and all policies and procedures established by the Board from time to time.

77. In the event of any dispute between the Local School Committee and the Board and after the Board has considered the views of the Local School Committee, the decision of the Board shall be final.

Composition of the Local School Committee

78. The membership of the Local School Committee shall be determined in accordance with the following provisions:-

The total membership shall not be more than 9.

The membership shall comprise:

- a) the Headteacher;
- b) 1 Staff member;
- c) 1 link Director/Trustee member of the Board;
- d) up to 6 members appointed by the Board

Observers may also attend with the agreement of the Headteacher and local School Committee Chair.

79. The Local School Committee may continue to act notwithstanding a temporary vacancy in its composition.

80. Elections for the post of LSC Staff member shall be held when required by consultation with members of staff of the Local School (either teaching or non-teaching staff) on the date of the election. Any candidate must be a member of staff of the Local School at the date of the election and, if elected, throughout his or her term of office.

In the event that there is one or no candidates for the role, the Board will decide how best to fill the vacancies.

81. The Board may make such rules concerning the administration of an election held as it shall see fit from time to time. The decision of the Board in relation to any disputed matter concerning such an election shall be final.

Resignation and Removal

82. An LSC member may at any time resign his or her office by giving notice in writing to the Clerk to the Committee

83. A headteacher or LSC Staff member shall cease to hold office if and as soon as he or she ceases to be a member of staff at the Local School, whether or not their term of office has expired.

84. The Board may terminate the appointment of any LSC member whose presence or conduct is deemed by the Board not to be in the best interests of the Company or the Local School.

Term of Office

85. Any LSC member shall hold and vacate office in accordance with the terms of his or her appointment but (except in the case of the Headteacher) the length of his or her term of office shall not exceed five years. LSC Staff members shall hold office for five years.

86. LSC members (other than Staff members) retiring at the end of their term of office shall be eligible for re-appointment at the discretion of the Local School Committee. LSC Staff members may be re-elected for one further term only.

Chair

87. The Chair and Vice Chair of the Local School Committee will be appointed by the Board every year for a 1 year term.

88. If both the Chair and the Vice Chair are absent from any meeting of the Local School Committee, those LSC members present shall appoint one of their number to Chair the meeting.

Meetings of the Local School Committee

89. The Local School Committee shall meet at least four times in every academic year and shall hold such other meetings as may be necessary. Policy approval and Committee Control documentation will be completed with other agenda items at meeting 1 in each academic year.

90. All meetings shall be convened by the Clerk, who shall send to the LSC members written notice of the meeting and a copy of the agenda (and any relevant papers) at least seven clear days in advance of the meeting.

91. A meeting of the Local School Committee shall be called by the Clerk whenever requested by the Chair or at the request in writing of any three LSC members. Where there are matters demanding urgent consideration, the Chair or, in his or her absence, the Vice Chair may waive the need for seven days' notice of the meeting and substitute such notice as he or she thinks fit.

92. The convening of a meeting and the proceedings conducted shall not be invalidated by reason of any individual not having received written notice of the meeting or a copy of the agenda.

93. Any Director/Trustee may attend any meeting of the Local School Committee and may, with the approval of the Chair of the meeting, speak and vote on any issue raised in the agenda or papers of the meeting or any issue raised at the meeting.

Quorum

94. Meetings of the Local School Committee shall be quorate if three of its members are present.

95. If the number of LSC members assembled for a meeting of the Local School Committee does not constitute a quorum the meeting shall not be held or will continue as a discussion forum with no decision making authority.

96. If for lack of a quorum a meeting cannot be held or, as the case may be, cannot continue, the Chair shall, if he or she thinks fit, determine the time and date at which a further meeting shall be held and shall direct the Clerk to convene the meeting accordingly.

Proceedings of Meetings

97. Every question to be decided at a meeting of the Local School Committee shall be determined by a majority of the votes of the LSC members present and voting on the question. Every LSC member shall have one vote. Where there is an equal division of votes the Chair of the meeting shall have a second or casting vote. An LSC member may not vote by proxy.
98. No resolution of the LSC may be rescinded or varied at a subsequent meeting unless consideration of the rescission or variation is a specific item of business on the agenda for that meeting.
99. Any LSC member who is also an employee of the Company or an LSC Staff member shall withdraw from that part of any meeting of the Local School Committee at which any recommendation to the Board as to his or her remuneration, conditions of service, promotion, conduct, suspension, dismissal or retirement are to be considered.
100. A resolution in writing, signed by all the LSC members, shall be valid and effective as if it had been passed at a meeting of the Local School Committee duly convened and held. Such a resolution may consist of several documents in the same form, each signed by one or more of the LSC members.
101. Any LSC member shall be able to participate in meetings of the Local School Committee by telephone or video conference provided that he or she has given reasonable notice to the Clerk and that the Committee has access to the appropriate equipment.

Minutes and Publication

102. Minutes will be taken of every Local School Committee meeting.
103. At every meeting of the Local School Committee the minutes of the last meeting shall be taken as the first agenda item after any apologies, except in cases where the LSC members present decide otherwise, and, if agreed to be accurate, shall be signed as a true record.
104. The Clerk shall ensure that a copy of the agenda for every meeting of the Local School Committee, the draft minutes of every such meeting (if they have been approved by the Chair of that meeting), the signed minutes of every such meeting and any report, document or other paper considered at any such meeting are, as soon as is reasonably practicable, made available to the Board.
105. The Local School Committee may invite attendance by persons who are not LSC members where such attendance is considered by the members of the Local School Committee to benefit its deliberations.

Amendment to these Terms of Reference

106. Terms of Reference for LSCs will be subject to review in each academic year and may be subject to amendment by the Board.