



**THIS POLICY COVERS ALL ACADEMIES/SCHOOLS WITHIN
ARDEN MULTI-ACADEMY TRUST**

Name of Policy	Terms of Reference Schedule Policy	
Lead	Martin Murphy, CEO	
Governor Committee	Business & Personnel Committee	
Policy Status	Originally drafted	27 th November 2018
	Awaiting Approval	No
	Trustee approved	9 th December 2025
Version No.	2	
Next Review	Autumn Term 2026	
Amendments	8 th October 2019	



Introduction

As a charity and company limited by guarantee, the Trust is governed by a Board of Trustees (the **Board**) who have overall responsibility and ultimate decision-making authority for all the work of the Trust, including the establishing and running of the schools/academies maintained by the Trust (the **schools/academies** and each **school/academy**).

In order to support the effective operation of the Trust and the schools/academies, the Board has established a number of committees to which it has delegated certain of its powers and functions. These terms of reference (**Terms of Reference**) set out the constitution, membership and proceedings of the committees the Board has established.

In summary, the Board has established two different types of committee:

- Main Board committees which are established to deal with Trust-wide matters such as audit, finance, pay and performance management (**Board Committees**); and
- Local governing bodies which are established by the Board to support the effective operation of the schools/academies (**LGBs**) each with two committees.

The Board will review these Terms of References together with the membership of the committees at least once every twelve months.

These Terms of Reference may only be amended by the Board. The functions, duties and proceedings of committees set out in these Terms of Reference shall also be subject to any regulations made by the Board from time to time.

Date last approved by the Board: 10th October 2024

Date for next review: Autumn Term 2025

1 Establishing the committees

1.1 The Trust Board has resolved to establish the following committees as committees of the Board:

1.1.1 Audit and risk committee (**Audit & Risk Committee**)

1.1.2 Business and personnel committee (**Business & Personnel Committee**)

1.2 The Board has resolved to establish LGBs for its schools/academies. An LGB may act in respect of two or more schools/academies. The current list of LGBs and the schools/academies they operate in respect of is set out in Appendix 1.

2 Membership – Board committees

2.1 Each Board committee shall have a minimum of three members and maximum of nine members. A majority of Board committee members must be **trustees** of the Trust.

2.2 The Board will appoint and remove all committee members.

2.3 The Board will ensure that Board committee members have the necessary skills, background and experience to properly fulfil the relevant Board committee functions.

2.4 The current Board committee members are set out in the register of committee members maintained by the Trust and which at the date of adoption of these Terms of Reference is set out in Appendix 2.

2.5 Unless expressly approved by the Board, no member of the Business & Personnel Committee can be appointed as a member of the Audit & Risk Committee.

2.6 The Trustees recognise the overriding principles of the Academies Financial Handbook (the AFH) published by the ESFA and that the Audit & Risk Committee should be established in such a way as to achieve internal scrutiny which delivers objective and independent assurance for the Trust. In establishing the Audit & Risk Committee the Board will adhere to the principles of the AFH and:

2.6.1 Staff employed by the Trust will not be members of the committee, but may attend meetings to provide information and participate in discussions;

2.6.2 The Trust's Accounting Officer and other relevant senior staff will routinely attend committee meetings in the capacity set out above.

3 Membership – LGBs

- 3.1 Each LGB operating in respect of one school/academy shall, unless the Board resolves otherwise, have a minimum of eight members and a maximum of twelve members.
- 3.2 The membership of each LGB (each **LGB member**) shall be as defined by the Board. The Board will determine membership for category or type of school and include provision for a combined LGB where appropriate (e.g. single campus, secondary and primary). The membership will be as follows unless the Board resolves otherwise:

Member type	Secondary school	Primary school
Parent member(max 4)	3	3
Staff member	2	2
Associate Headteacher	1	1
(Trust) Board appointed TBC	1	1
LGB co-opted/community (max 5)	5	5
Totals	12	12

- 3.3 The current LGB members are set out in the register of committee members maintained by the Trust and which at the date of adoption of these Terms of Reference is set out in Appendix 2.
- 3.4 The trustees shall:
- 3.4.1 Make all necessary arrangements for, and determine all other matters relating to, an election of parent LGB members, including any question of whether a person is a parent of a registered pupil at a school/academy. Any election of a parent member which is contested shall be held by secret ballot;
- 3.4.2 Make all necessary arrangements for, and determine all matters relating to, the election of staff LGB members;
- 3.4.3 Approve or appoint the Chair and Vice-Chair of the LGB;
- 3.4.4 Ensure members of the Executive team attend at least one LGB meeting per year.
- 3.5 The LGB members may only appoint co-opted members with the consent of the Board.
- 3.6 The term of office for any LGB member shall be four years, save that this time limit shall not apply to the Associate Headteachers/Heads of School. Subject to remaining eligible, any member may put themselves forward for re-appointment or re-election (as the case may be) with the consent of the Board.

4 Chairs of committees

- 4.1 The term **Chair** refers to the person appointed under this paragraph as chair of the relevant Board Committee or LGB (as appropriate).
- 4.2 Subject to paragraph 4.3, each year the Trust Board will approve the appointment of a member to act as chair of the committee. The committee will elect a temporary replacement from among the members present at any meeting where the Chair is absent unless it determines to elect a vice-chair at the first meeting.
- 4.3 No person may act as Chair of a Board committee under paragraph 4.1 unless they are also a trustee, unless expressly approved by the Board.
- 4.4 Subject to paragraph 4.6:
- 4.4.1 The LGB members shall at the first meeting of each academic year appoint a LGB member to act as Chair of the LGB and elect a LGB member to act as Vice-Chair of the LGB (these posts will be subject to approval by the Trust Board).
- 4.5 The LGB Members will elect a temporary replacement from among the members present at the meeting in the absence of the Chair unless it determines to elect a vice-chair at the first meeting.
- 4.6 No person may act as Chair under paragraph 4.4 if they are an employee of the Trust or a trustee.

5 Authority, remit and responsibilities of the committees

- 5.1 Each committee shall be responsible for the matters as set out in Appendix 3.
- 5.2 Each committee is authorised by the Board to:
- 5.2.1 Carry on any activity authorised by these Terms of Reference;
- 5.2.2 Seek any appropriate information that it properly requires to carry out its role from any senior employee of the Trust and all senior employees shall be directed to cooperate with any request made.
- 5.2.3 Establish short-term working groups and/or panels as required to ensure its remit and responsibilities are met.
- 5.3 Save with the consent of the Board, or as authorised by these Terms of Reference the committees may not establish sub-committees.
- 5.3.1 LGBs are authorised to have two committees: **Teaching and Learning** and **Behaviour, Safeguarding, Inclusion and Intervention (BSII)**.

6 Proceedings of committee meetings

- 6.1 The committees will meet as often as is necessary to fulfil their responsibilities but at least three times a year.
- 6.2 Any two committee members can request that the Chair convene a meeting by giving no less than [14 days] prior notice.
- 6.3 The quorum for the transaction of the business of a Board committee shall be a majority of the committee members and no vote on any matter shall be taken at a meeting of the committee unless the majority of members of the committee present are Trustees.
- 6.4 The quorum for the transaction of the business of LGB shall be three LGB members provided that at least one of them is a LGB member appointed by the Board (not including staff members or parent members).
- 6.5 The Chief Executive Officer shall ensure that a Clerk is provided to take minutes at meetings of the Board committees.
- 6.6 The Chief Executive Officer shall ensure that a Clerk is provided to take minutes at meetings of the LGBs.
- 6.7 Every matter to be decided at a meeting of a committee must be determined by a majority of the votes of the members present and voting on the matter.
- 6.8 Each committee member present in person shall be entitled to one vote.
- 6.9 Where there is an equal division of votes the Chair shall have a casting vote.
- 6.10 A register of attendance shall be kept for each committee meeting and published annually.
- 6.11 Committees may invite attendance at meetings from persons who are not committee members to assist or advise on a particular matter or range of issues. Such persons may speak with the permission of the Chair but shall not be entitled to vote.
- 6.12 References in paragraph 4 to the “Chair” shall in the absence of the Chair be deemed to be references to the chair of the relevant committee meeting.

7 Conduct of committee members

- 7.1 All committee members shall observe at all times the provisions of the Trust's code of governance.

8 Members' interests

- 8.1 Committee members are required to declare any business or other interests in any item being discussed at a meeting.
- 8.2 Each committee member, if present at a committee meeting, must disclose their interest, withdraw from the meeting and not vote on a matter if:
- 8.2.1 There may be a conflict between their interests and the interests of any of the schools/academies or the Trust;
 - 8.2.2 There is reasonable doubt about their ability to act impartially in relation to a matter where a fair hearing is required;
 - 8.2.3 They have a personal interest (this is where they and/or a close relative will be directly affected by the decision of the committee in relation to that matter) in a matter.

9 Disqualification & removal of committee members

- 9.1 A person shall be ineligible for appointment to a committee and, if already appointed, shall immediately cease to be a member if the relevant individual:
- 9.1.1 Is or becomes disqualified from holding office under the Trust's Articles of Association;
 - 9.1.2 Is or becomes disqualified from holding office as a governor of a school or academy;
 - 9.1.3 Is included in the list of teachers or workers considered by the Secretary of State as, or is barred or through specific conditions imposed by relevant bodies is, unsuitable to work with children or young people or vulnerable adults;
 - 9.1.4 Is barred from any regulated activity relating to children;
 - 9.1.5 Is or becomes bankrupt or makes any arrangement or composition with his/her creditors generally or their estate has been sequestrated and the sequestration has not been discharged, annulled or reduced;
 - 9.1.6 Is convicted of any criminal offence (other than minor offences under the Road Traffic Acts or the Road Safety Acts for which a fine or non-custodial penalty is imposed or any conviction which is a spent conviction for the purposes of the Rehabilitation of Offenders Act 1974);

- 9.1.7 Has been fined for causing a nuisance or disturbance on school/academy premises during the 5 years prior to or since appointment or election as a committee member;
 - 9.1.8 Refuses to an application being made to the Disclosure and Barring Services (DBS) for a criminal records check;
 - 9.1.9 Commits a serious breach of the Trust's code of governance or any standing order or protocol implemented by the Board;
 - 9.1.10 In the case of an LGB Member, is absent without the permission of the LGB members from all their meetings held within a period of six months and the LGB members resolve that his office be vacated;
 - 9.1.11 Resigns his/her office by notice in writing to the relevant chair;
 - 9.1.12 In the case of an Associate Headteacher/Head of School, they cease to be the Associate Headteacher/Head of School;
 - 9.1.13 In the case of an LGB member, their term of office expires and they are not re-appointed.
- 9.2 The Trustees shall have the right at their sole discretion to remove or suspend (on such terms as they see fit) any LGB and/or any LGB member by written notice to the relevant chair.

10 Reporting procedures

- 10.1 Within 14 days of each meeting each committee will:
- 10.1.1 Produce and agree minutes of its meetings;
 - 10.1.2 Provide a summary document identifying (i) decisions made, (ii) recommendations to the Board, (iii) any items for the information of the Board and (iv) items for further discussion by the Board.
- 10.2 The committee reports can be agreed by committee members by email.
- 10.3 The committee reports will be sent to the Board within a minimum of 7 days of each committee meeting unless specifically determined by the Chair and members notified accordingly.
- 10.4 Committees shall arrange for the production and delivery of such other reports or updates as requested by the Board from time to time.
- 10.5 Each committee shall conduct an annual review of its work and the powers and functions delegated to it under these Terms of Reference and shall report the outcome and make recommendations to the Board.

Appendix 1**The Trust LGBs**

Arden Academy

Park Hall Academy

Lode Heath School

Henley in Arden School

Coppice Academy

Dorridge Primary School

Appendix 2

The Register of Committee Members

- **Arden Academy LGB –**
- Petro Nicolaides (Chair) BSII 06/11/2022 – 05/11/2026
- Sarah Bloomer BSII 01/11/2024 – 31/10/2028
- Celia O’Donovan T&L 21/02/2023 – 20/02/2027
- Jennifer Whitehill BSII 28/04/2025 – 27/04/2029
- Margaret Allport BSII 31/10/2023 – 30/10/2027
- Christopher Yip BSII 01/09/2023 – 31/08/2027
- Kate Edwards BSII © 09/05/2023 – 08/05/2027
- Judith Miners T&L 01/09/2023 – 31/08/2027
- Brad Parkes T&L © 03/10/2023 – 02/10/2027
- Jeremy Emmett T&L 01/09/2024 – 31/08/2028
- Chitra Roberts T&L 08/05/2025 – 07/05/2029
- Laura Sullivan BSII 25/06/2025 – 24/06/2029
- Gemma Henbest T&L 08/05/2025 – 07/05/2029

- **Park Hall Academy LGB –**
- Janice Hiorns (Chair) BSII © 30/03/2023 – 29/03/2027
- Wendy Jarema T&L© /BSII 01/04/2023 – 31/03/2027
- Celia O’Donovan T&L 01/04/2023 – 31/03/2027
- Aftab Ahmed BSII 25/02/2024 – 24/02/2028
- Donna Williams BSII 18/10/2021 – 17/10/2025
- Louis Scott T&L 21/02/2024 – 20/02/2028
- Jemma Ray 10/12/2024 – 09/12/2028
- David Jones 10/12/2024 – 09/12/2028

- **Lode Heath School LGB –**
- Glen Bate (Chair) BSII / T&L 30/01/2024 – 29/01/2028
- Malcolm Allsopp T&L / BSII 02/02/2022 – 01/02/2026
- John King T&L 11/02/2021 – 10/02/2025
- Michael Sullivan TBSII © 01/07/2025 – 30/06/2029
- Cathy Hackney T&L 17/01/2022 – 16/01/2026
- Gillian Short T&L 16/03/2023 – 15/03/2027
- Charlie Dunbar BSII 01/02/2023 – 31/01/2027
- Paul Singh T&L 11/10/2023 – 10/10/2027
- Charley Smith T&L © 18/09/2023 – 17/09/2027
- Aisha Khan T&L 29/09/2023 – 28/09/2027
- Sue Nolan BSII/T&L 27/03/2025 – 26/03/2029
- Sarah Ashford T&L 27/03/2025 – 26/03/2029

- **Henley in Arden School LGB -**
- Sue Westmacott (Chair) T&L / BSII 07/07/2024 – 06/07/2028
- Simon MacDonald 08/09/2024 – 07/09/2028
- Kit Howe BSII © 05/12/2022 – 04/12/2026
- Stephen Moyle BSII 29/04/2025 – 28/04/2029
- Fiona Walker T&L 01/09/2024 - 31/08/2028
- Karen Williams T&L 07/09/2022 – 06/09/2026

Sarah Blyth T&L	07/02/2023 – 06/02/2027
Lucy Lunt T&L ©	04/07/2023 – 03/07/2027
Laura Day Ashley T&L	20/11/2023 – 19/11/2027
Robert Foss T&L	01/09/2024 – 31/08/2028
Cathryn Norrington BSII	02/07/2024 – 01/07/2028

➤ **Coppice Academy LGB -**

Jo Bromige (Chair) BSII ©/ T&L	27/09/2022 – 26/09/2026
John Botten T&L ©	01/02/2023 – 31/01/2027
Sara Bremner BSII	01/06/2024 – 31/05/2028
Louise Luckett BSII / T&L	12/01/2025 – 11/01/2029
Jill Horswill BSII	16/09/2024 – 15/09/2028
Ron Ridewood BSII	19/12/2024 – 18/12/2028
Mark Pearce BSII	30/09/2024 – 29/09/2028

➤ **Dorridge Primary School LGB –**

Martin Fortune BSII / T&L (Chair)	01/09/2023 – 31/08/2027
Amanda Doyle T&L	01/09/2022 – 31/08/2026
Max Gimson BSII ©	05/10/2022 – 04/10/2026
Clare Gow BSII	01/01/2022 – 31/12/2026
Haseena Iqbal T&L	01/02/2023 – 31/01/2027
Nick Williams T&L ©	01/01/2022 – 31/12/2026
Caroline May T&L	05/10/2022 – 04/10/2026
Laura Ward-Jones T&L	05/10/2022 – 04/10/2026
Annette Whalley BSII / T&L	06/11/2023 – 05/11/2027
Ben Williams T&L	01/01/2022 – 31/12/2026
Cathy Biddlecombe T&L	10/06/2024 – 09/06/2028

Trust Board Committees – see attached

➤ **Audit and Risk Committee –**

Andrew Devitt (T)	09/10/2022 – 08/10/2026
Andrea Gardner (Chair) (T)	08/10/2023 – 07/10/2027
Aftab Ahmed	
Des Foxon (T)	01/02/2022 – 31/01/2026
Antoinette Fisher (T)	17/09/2024 – 16/09/2028

➤ **Business and Personnel Committee –**

Celia O’Donovan (T)	31/03/2023 – 30/03/2027
Bill Bohanna	
Wendy Jarema (T)	01/04/2023 – 31/03/2027
Geoff Harley-Mason (T)	01/04/2023 – 31/03/2027
Malcolm Allsopp (Chair) (T)	16/07/2022 – 15/07/2026
Sue Westmacott	
Martin Murphy (T)	

➤ **Performance and Pay Sub-Committee -**

Wendy Jarema (Chair) (T)	01/04/2023 – 31/03/2027
Celia O’Donovan (T)	31/03/2023 – 30/03/2027
Malcolm Allsopp (T)	16/07/2022 – 15/07/2026
Sue Westmacott	
Bill Bohanna	
Geoff Harley-Mason (T)	01/04/2023 – 31/03/2027

(T – Trustee)

Appendix 3 - Powers & Functions Delegated



Remit and responsibilities of the Audit & Risk Committee

The powers and functions delegated by the Board to the Audit & Risk Committee are as set out below.

External audit

- To consider the appointment of the external auditor and assess independence of the external auditor, ensuring that key audit personnel are rotated at appropriate intervals.
- To recommend the audit fees to the Board and pre-approve any fees in excess of £10,000 in respect of non-audit services provided by the external auditor and to ensure that the provision of non-audit services does not impair the external auditors' independence or objectivity.
- To oversee the process for selecting the external auditor and make appropriate recommendations through the Board to the members of the Trust to consider at any general meeting where the accounts are laid before members.
- To discuss with the external auditor the nature and scope of each forthcoming audit and to ensure that the external auditor receives the fullest co-operation.
- To review the external auditor's annual management letter and all other reports and recommendations, together with the appropriateness of management's response.
- To review the performance of the external auditor on an annual basis.
- To recommend to the Board the appointment/re-appointment of the external auditor.
- To review and consider the circumstances surrounding any resignation or dismissal of the external auditor.

Internal audit

- To set and review the internal audit programme and ensure that the internal audit function is adequately resourced and has appropriate standing within the Trust.
- To review the reports and recommendations of the internal audit, together with the appropriateness of management's response.
- To monitor the implementation of action agreed by management in response to reports from the external auditor internal audits.

Financial management & policies

- To keep under review the Trust’s financial management and reporting arrangements, providing constructive challenge (where necessary) to the actions and judgements of management in relation to the interim management and financial accounts, statements and reports and the annual accounts and financial statements, prior to submission to the Board, paying particular attention to:
 - Critical accounting policies and practices, and any changes in them;
 - Decisions requiring a major element of judgement;
 - The extent to which the financial statements are affected by any unusual/complex transactions in the year and how they are disclosed;
 - The clarity and transparency of disclosures;
 - Significant adjustments resulting from the audit;
 - The going concern assumption;
 - Compliance with accounting standards;
 - Compliance with DfE and legal requirements.
- To review the Trust’s policy and procedures for handling allegations from whistle-blowers.
- To review the Trust’s policies and procedures for handling allegations of fraud, bribery and corruption.
- To receive reports on the outcome of investigations of suspected or alleged impropriety.
- To review the adequacy of policies for ensuring compliance with relevant regulatory, legal and code of conduct requirements.
- To ensure that any significant losses are investigated and reported to the DfE/ESFA where required.
- To review the Trust’s risk management policy, strategy, processes and procedures for the identification, assessment, evaluation, management and reporting of risks.
- To review the adequacy and robustness of risk registers.
- To keep under review the adequacy and effectiveness of the Trust’s governance, risk management and internal control arrangements, as well as its arrangements for securing value for money, through reports and assurances received from management, internal audit, the external auditor and any other relevant independent assurances or reports (e.g. from the National Audit Office).
- To review all risk and control related disclosure statements, in particular the Trust’s annual “Statement on Internal Control”, together with any associated reports and opinions from management, the external auditor and Responsible Officer, prior to endorsement by the Trust Board.
- To review any recommendations made by the Secretary of State for Education for improving the financial management of the schools/academies.

Health & safety

- To receive each term the relevant school/academy/Associate Headteacher's health and safety report and advise as necessary.
- To monitor compliance with the schools/academies' health & safety policies and statutory obligations under the Health and Safety at Work Act 1974.

General

- To review or investigate any other matters referred to the Audit & Risk Committee by the Board.
- To draw any significant recommendations and matters of concern to the attention of the Board.



Remit and Responsibilities of the Business & Personnel Committee

The powers and functions delegated by the Board to the Business & Personnel Committee are as set out below.

Funding

- To consider each of the schools/academies' indicative funding allocations, notified annually by the DfE/ESFA and to assess its implications for the relevant school/academy and the Trust, drawing any matters of significance or concern to the attention of the Board.
- To consider and recommend acceptance or non-acceptance of the schools/academies budgets each financial year.

Budgeting

- To contribute to the formulation of the Trust strategic plans, through the consideration of financial priorities and proposals.
- To receive and make recommendations on the overall consolidated Trust and schools/academies budget to be adopted each year. This will include the level and use of any contingency fund or balances, ensuring compatibility with development priorities set out in the Trust and each schools/academies' strategic plans.
- To liaise with and receive reports from appropriate committees and make recommendations to those committees about the financial aspects of matters being considered by them.
- To consider the spending plans of other committees and report back and advise the Board.
- To receive regular management reports including progress against key financial performance indicators and recommend or determine follow up action as appropriate, delegating the day to day management of the approved budget to the relevant Associate Headteacher/Head of School, within agreed authorisation limits.
- To consider requests for supplementary expenditure and make appropriate recommendations to the Board.
- To consider and act upon matters not covered by other sub-committees.
- To review financial policy including consideration of medium and long term planning and resourcing in accordance with the Trust's and each of the schools/academies' development plans, ensuring that timely action is taken to secure the financial viability and cash position of the Trust.

Financial management and expenditure

- To monitor and review expenditure and other income streams on a regular basis and ensure compliance with the overall financial plan, and with the financial regulations of the Trust, drawing any matters of concern to the attention of the Board.
- To scrutinise proposals for major structural changes and capital investment, making recommendations to the Board as appropriate.
- To retain oversight of the cash position of the Trust, advising the Board on borrowing and investment decisions.

Financial procedures

- To monitor and review procedures for ensuring the effective implementation and operation of financial procedures, on a regular basis, including the implementation of bank account arrangements and where appropriate make recommendations for improvement.
- To prepare the financial statement to form part of the annual report of the Board to stakeholders and for filing in accordance with requirements of the Companies Act, Charity Commission and Funding Agreement (including the AFH).

Asset management

- To receive reports from the relevant school/academy/Associate Headteacher/Head of School on the management of assets including premises and their security.
- To confirm that an asset recording system is in place, including an inventory and fixed asset register for each school/academy.

Property management

- To determine the use of the school/academy premises and grounds outside the school sessions with regard to the Lettings and Charging Policy.
- To ensure that the school/academy premises are inspected on an annual basis and that a planned and costed statement of priorities is prepared and reviewed.
- To ensure the responsibilities of the Board under the Environmental Protection Act are met.
- To advise the Board on environmental issues to ensure the schools/academies are acting as a responsible institution in its duty to conserve energy, materials and with regard to the local community.

General

- Reviewing or investigating any other matters referred to the Business and Personnel Committee by the Board.

- Drawing any significant recommendations and matters of concern to the attention of the Trust Board.
- The Business and Personnel Committee shall also have the powers and functions delegated by the Board in respect of pay, personnel and performance management. They will have a sub-committee called the Performance and Pay Committee.

The Performance and Pay Sub-Committee will report the Business and Personnel Committee on the matters relating to pay and performance management.

Pay and performance management

Note – where a member of staff is employed directly by the Trust and is not located at any school/academy, the reference to “LGB Committee” shall be replaced with “Board Business & Personnel Committee”.

- To prepare and submit recommendations for the adoption by the Trust Board of:
 - The Appraisal Policy and the process of appraisal/performance management;
 - A pay policy for the schools/academies and the Trust.
- To operate in accordance with the statutory regulations and the relevant school/academy/Trust adopted policy as follows:
 - To select an external adviser to advise the Committee undertaking the appraisal of the CEO, Executive Headteacher/Director of Primary School and Associate Headteachers/Heads of School
 - To take advice from the external adviser when agreeing objectives and reviewing the CEO, Executive Headteacher/Director of Primary Education and Associate Headteachers/Heads of School
 - To agree performance objectives with the CEO, Executive Headteacher/Director of Primary Education and Associate Headteachers/Heads of School
 - To conduct appraisal/performance management for the CEO, Executive Headteacher/Director of Primary Education and Associate Headteachers/Heads of School
 - To determine whether the outcome of the CEO, Executive Headteacher/Director of Primary Education and Associate Headteachers/Heads of School appraisal meets the criteria for pay progression as covered under the adopted pay policy
 - To support the CEO, Executive Headteacher/Director of Primary Education and Associate Headteachers/Heads of School with the annual report to the Board on appraisal arrangements and outcomes
 - A panel selected from the committee to hear any appeal by a teacher against entries made within their appraisal statement
- To moderate pay decisions across the schools/academies and the Trust.
- A panel selected from the committee to hear any appeal by a teacher employed at any school/academy/Trust against the outcome of their application to the Upper Pay Range.
- To determine annually, in accordance with the School Teachers’ Pay and Conditions Document the Appraisal and Pay Policies adopted by the Trust e.g. STRB recommendations, and the Trust

salaries budget, the salary and allowance range for teachers. The salaries and gradings of teachers will be determined by the committee.

- To determine annually, in accordance with the adopted Pay Policy and any appropriate regulations and agreements and within the school/academy salaries budget, the salaries and gradings of support staff. The salaries and gradings of support staff will be determined by the committee.
- To deal with any other matters relating to pay, appraisal and employment as may be referred by the Board.

Grievances - see Trust Grievance Policy

Grievances are considered through the Associate Headteacher/Head of School and LGB where a member of staff is employed at a school/academy. See AMAT Grievance Policy.

Where a member of staff is centrally employed by the Trust, these decisions will be made through the CEO/Executive Headteacher/Director of Primary Education. The reference to LGB or LGB Committee shall be replaced with Trust Board or Business & Personnel Committee.

- To consider exceptional staff grievances where there is a referral under the grievance procedure adopted by the Board. A panel comprised of members of the Trust Committee will consider the grievance and seek to resolve the matter following a process and hearing conducted in accordance with the adopted procedure.

Staff discipline/dismissals – see Trust Disciplinary Policy

Personnel

Note – where a member of staff is employed directly by the Trust and is not located at any school/academy, the reference to LGB or LGB Committee shall be replaced with Trust Board or Business & Personnel Committee.

- To receive reports and make recommendations to the Board on all aspects of matters relating to staff at the Trust and schools/academies.
- To advise on the strategic planning of human resources.
- To represent the Trust and undertake consultation and negotiation under the Trust's Trade Union Recognition and Liaison Agreement.
- To monitor the communication and consultation of policies and processes to staff and review feedback.
- To advise on the means of achieving active participation by staff in policy development.

- To advise and recommend revisions to those policies which affect staff, including but not limited to those which relate to recruitment, retention, record-keeping, induction, training, allegations against staff, equalities, discipline and grievance, professional conduct, professional development, charging and remissions, training, performance management, management of stress, trade unions, whistle-blowing and pay.
- To ensure the legal requirements for NQT induction are complied with.
- To ensure matters relating to the discipline of staff or staff grievances in accordance with adopted procedures.
- To carry out a review of the staffing establishment whenever there is a vacancy and at least once per year in relation to the staffing element of the school/academy development plans.
- To advise the Board on the appointment of the relevant Associate Headteacher/Head of School.
- The Board delegate the appointment of supply staff and temporary staff appointed for one term, and non-teaching staff to the relevant Associate Headteachers/Heads of School to act otherwise as appropriate in accordance with the Trust's Schedule of Delegations.
- Non-teaching staff, appointed to support children with special needs, will be appointed in consultation with the school/academy SENCO.

Remit and responsibilities of the Board and LGBs - summary

The powers and functions delegated by the Board to the LGBs are set out in detail in the **Trust's Scheme of Delegation**.

This summary includes:

- Relationships between the Board and LGBs
- Responsibilities of Trustees (the Board)
- Responsibilities of LGBs (governors)

Relationships between the Board and LGBs

The Board and LGBs shall work together to meet and further the vision and aims of the Trust and the effective performance of the Trust and individual schools/academies.

The Trust will support the work of LGBs by:

- Setting a clear strategic vision for the MAT to allow the LGB to set and achieve its own aims and objectives within such vision;
- Ensuring that systems and controls are put in place to allow the governors to be presented with timely and good data to allow the LGB to monitor and analyse school/academy performance, in order to support and challenge the Associate Headteacher/Head of School and the senior leadership team of the school/academy.
- Ensuring that the governors have access to high quality training and advice and effective governance support services.
- Putting in place collaborative working practices to ensure effective governance of the Trust and LGBs.
- Taking effective action and intervention in leadership and governance as appropriate.

The LGB shall support their school/academy and the Trust by:

- Promoting high standards and aim to ensure that students and pupils are attending a successful school/academy which provides them with a good education and supports their wellbeing.
- Being responsible to the trustees for its actions and follow the expectations of governors as adopted or laid down in writing by the trustees from time to time.
- Being a competent, accountable, independent and diverse LGB that promotes best practice in governance.
- Ensuring that its governors promote and uphold high standards of conduct, probity and ethics at all times.
- Contributing to the overall vision and aims of the Trust and demonstrating collaboration with fellow school/academy LGBs and trustees.

Responsibilities of trustees (the Board)

The role of the trustees mainly involves strategic oversight across the Trust, governance, contractual relationships with third parties and setting the Trust's vision and policies.

1 The trustees are responsible for:

- Compliance with all statutory regulations and Acts of Parliament governing the operation of the school/academy, including health and safety;
- Compliance with the provisions of the Funding Agreements;
- Compliance with the Academies Financial Handbook;
- Setting the risk management strategy, reviewing the strategic risk profile, considering strategic risks in the context of future Trust planning and decision making and reviewing the effectiveness of the risk management arrangements.

2 The trustees delegate responsibility to its committees and Chief Executive Officer for:

- Appointment of the Associate Headteacher at a school/academy, in consultation with the relevant Local Governing Body;
- The determination, after consultation with the Local Governing Body, of the extent of the services provided to the school/academy by the Trust and how the costs should be allocated;
- Determination of the educational targets of the school/academy in consultation with the Local Governing Body;
- Determining any additional financial and reporting targets for the school/academy;
- Determination of any statutory policies and procedures for the school/academy and other policies and procedures as the trustees deem necessary to fulfil their responsibilities;
- Identifying resources to effectively and efficiently implement the risk management strategy;
- Reporting regularly to the Trust Board on the performance of its schools/academies and conduct the appraisals of the Associate Headteacher in conjunction with representatives of the relevant Local Governing Body.

Responsibilities of LGBs (governors)

The role of governors is to carry the Trust vision, policies and priorities forward, based on the specific qualities and community characteristics of each school/academy.

The governors are expected to question and challenge school/academy leadership and to hold them to account. In particular, the trustees delegate the running of the school/academy to the Local Governing Body and specifically the following duties:

- Vision and Accountability:
 - To carry forward the Trust's vision, in a way appropriate to the specific qualities and community characteristics of each academy.
 - Implementation of actions required to comply with statutory regulations and the Funding Agreements.
 - Implementation of the Trust policies.
 - Holding school/academy leadership to account for academic performance, quality of care and quality of provision.

- Finances and Assets
 - Ensuring school/academy-level resource is applied appropriately.
 - Consideration of the school/academy's required funding and support to the trustees in relation to the annual budgetary process.
 - Seeking value for money and being able to demonstrate that value for money has been achieved.
 - Monitoring and reviewing expenditure on a regular basis and ensuring compliance with the overall financial plan for the school/academy.
 - Assist the trustees in complying with the provisions of the Funding Agreements where requested from time to time.
 - Maintenance of or putting in place appropriate arrangements for the maintenance of the school/academy estate in accordance with the guidelines established by the Trust.
 - Notify the Trust of any changes to fixed assets used by the school/academy.
 - Observing proper levels of delegation and protocols.

- Health and Safety
 - Monitoring and ensuring compliance with the Trust's Health and Safety policies at individual school level

- Academy budget
 - The Local Governing Body is required to work to cash limits as may be determined by the Trust and based on the approved budget. The Local Governing Body does not have authority to borrow money.
 - Except where prior permission has been obtained from the trustees, the school/academy budget is to be prepared to show break even or better.

- Risk management
 - The Local Governing Body shall keep under review the school/academy risk register and seek assurance that risk management is effective.

- Appointments
 - Monitor HR activity and policy within the school/academy, including the process for appraisal and performance reviews for members of staff as established by the Trust.
 - Each governor shall act in the best interests of the Trust and school/academy at all times, including keeping confidential all information of a confidential nature obtained by them relating to the school/academy and the Trust.
 - Ensuring each governor is familiar and agrees to comply with:
 - The Articles of Association
 - The Funding Agreements
 - These Terms of Reference
 - Any terms of reference of sub-committees which may apply to that governor
 - Each governor shall carry out training to ensure their skills and knowledge are up to date at least once per year and take part in regular self-review.
 - Each governor is accountable for meeting his or her own training and development needs and to consider if, and raise any concerns where, he or she feels that appropriate training and development is not being provided.