



Scheme of Delegation

(Board Structure, Trust Core Purpose and Principles, Operational Arrangements and Delegations)

Version		3.0	
Date		19 th October 2017	
Approved by Board of Directors		19 th October 2017	
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

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1.0 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;

'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 Operating Officer' means the person appointed by the Board to act as the Trust's Chief Operating Officer and to be the Trust's Principal Financial Officer (PFO);

'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;

'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';

Headteacher's Toolkit means the file of delegated responsibilities made available to headteachers under this scheme of delegation;

'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;

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

'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;

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

2.0 Beckfoot Trust Core Purpose and Principles

Trust Values

1. Every learner should enjoy contributing to their school, learn enthusiastically and succeed beyond expectations. **Enjoy - Learn – Succeed**

Trust Core Purpose

2. Beckfoot Trust schools create remarkable learning environments in which students expect success because of their ambitious attitude to learning, the challenge provided by staff and the support they receive at home.

Measurable outcomes:

Each school creates outcomes for learners that rank them in the top 20% by comparison with students in similar schools by their first inspection.

Conditions for Membership of Beckfoot Trust

3. For a school to join the Trust:
 1. The arrangements must contribute to the RSC's vision for school improvement in Bradford

The schools need to:

 2. Educate Bradford's young people
 3. Be comprehensive in status and ethos
 4. Be co-educational
 5. Be located within a 20 minute off peak drive-time of BD16
 6. Actively want to join the Beckfoot Trust
 7. Adopt the Trust Values, Core Purpose, Learner, Leader and Organisational principles
 8. Balance the educational and commercial risks of the Trust

Beckfoot Trust's Features of 'Remarkable Learning Environments'

4. Ten key features:
 1. **Core Values:** All our schools share the same Trust Value statement: 'Enjoy - Learn - Succeed'. We believe that you have to enjoy learning to be successful.
 2. **Learners:** Every one of our learners regardless of social background, special educational need or academic starting point is expected to achieve excellence academically and socially. We want our learners to be literate, numerate and possess good communication skills.
 3. **Leadership:** Our leaders shape the culture, the strategic direction and the climate of our schools. They inspire colleagues. They are highly visible. They distribute leadership effectively and empower colleagues to innovate. They assess impact accurately and hold colleagues to account in an emotionally mature way. They are learners and seek regular feedback on the effectiveness of their leadership from pupils, staff and parents.

4. **Curriculum:** As a cross phase Trust our curriculum seamlessly transitions from early years, to primary and then to secondary settings. We prepare our learners to flourish in the adult world by allowing them to learn appropriate knowledge and work related skills, and experience wider learning activities.
5. **Quality Teaching:** Our teachers design learning. They are experts in planning lessons with clear purpose to ensure that every learner can: a) problem solve, b) work independently and in teams, c) demonstrate leadership, d) create things that were not there before, e) show off what they have learnt, and f) reflect on how to do even better.
6. **Climate for Learning:** The school creates the climate that allows learning to flourish. Learners feel safe, they are rewarded for great attendance and positive behaviour. They both respect and contribute positively to the community.
7. **Staff Welfare and Professional Development:** Our staff are cherished. Their work life balance is preserved. Pointless bureaucracy is abandoned. Staff have formally identified time to plan and work collaboratively. Their professional development is paramount and stems from self-reflection and appraisal. We seek to identify talent and promote from within the Trust.
8. **Parents:** Our schools actively involve parents in all aspects of the school's activity. They are key partners in supporting their child's learning. We communicate effectively with them and encourage them to visit the school regularly to discuss their child's learning and to see them exhibit their work.
9. **Data:** Data is used Trust wide to gather appropriate information so as to systematically and accurately inform learning development for both learners and staff.
10. **Commercial Effectiveness:** Every school is cost effective, links in fully to shared service development and is legally compliant in all aspects including safeguarding.

Who We Are and What We Stand For

The Beckfoot Trust is a cluster of cross phase Bradford schools, all located within a 20 minute drive of Beckfoot School, all genuinely comprehensive in character and keen to demonstrate that school to school collaborative practice can create exceptionally successful learning communities.

Core Purpose

Beckfoot Trust schools will create remarkable learning environments in which students expect success because of their ambitious attitude to learning, the challenge provided by staff and the support they receive at home.

Measuring impact

Each school creates outcomes for learners that rank them in the top 20% by comparison with students in similar schools by their first inspection.

By 2019

We expect all our schools who joined the Trust before 2017 to be rated either 'Good' or 'Outstanding' by Ofsted. If not yet inspected, we expect schools to be judged to be 'Good' or 'Outstanding' by our External Review lead.

Collaborative Practice

We are equal partners and work collaboratively to establish the 'best idea'. We network. We sow seeds by grouping people together, establishing multiple pockets of collaborative practice across our schools and sharing what we learn.

Trust Support

The Trust provides a support structure for each school in relation to the following:

- Understanding and defining the approach to school improvement
- Developing consistency while respecting uniqueness
- Knowing schools well and holding them to account
- Supporting succession planning through the Identification of talent, deploying and developing leaders.
- Developing professional development networks
- Training teachers to join our schools
- Co-ordinating shared events that celebrate achievements
- Securing strong governance and genuine local engagement
- Providing commercial efficiency

Strategic Priorities 2017 -19

5. Strategic priorities are defined within the Growth Plan

Beckfoot Trust School Improvement Framework

6. The following diagram describes Beckfoot Trust's approach to school improvement

Beckfoot Trust School Improvement Framework v2

Our Core Purpose:

Beckfoot Trust schools create remarkable learning environments, in which pupils and students expect success because of their ambitious attitude to learning, the challenge provided by staff, and the support they receive from home.

Outcomes for pupils and students rank them in the top 20% of similar schools.

World Class Leaders shape the culture and climate of the school. FUTURE THINKING – ENGAGEMENT - DELIVERY

1. Leadership

3 Year strategic vision. Full stakeholder engagement.

Rigorous whole school and middle leadership Self Evaluation and Improvement planning.

LT structure aligned to Ofsted Framework priorities.

High quality self-reflection and appraisal.

Effective Line Management and clear Job Descriptions

Excellent Communication and feedback on leadership effectiveness from key stakeholders

Beautiful displays of student work. Celebration culture

2. Curriculum

Personalised to need.

Securing the fundamentals of English and Maths.

Accurate formalised assessment of pupil progress informing curriculum strategy.

Seamless transition from each key stage

Programmes of study are aligned to secure the highest standards.

Excellent preparation for the workplace

Opportunities for pupils to exhibit what they have achieved and be involved in enrichment activities.

3. Teaching Quality

Systematic monitoring of teaching in the classroom.

Assessing the attitude to learning through quality of learning.

Stretch and challenge for every learner

Quality of feedback on progress.

Pride in written work, independent learning, engagement.

Professional Development / Performance Management

4. Climate for Learning

Safeguarding

Attendance

Behaviour and Rewards

Parents

Alternative Provision

Inclusion

Pupil & Student Leadership

Display

KPIs to assess Impact of School Improvement Strategy

- Staff vacancies
- Staff attendance
- Leadership Capacity
- Implementation/impact of Strategic Vision
- Value for money

- Pupil/Student Outcomes - Performance indicators for identified year cohorts and pupil groups

- Performance management indicators
- Quality of teaching profile

- Pupil/student attendance – by cohort and group
- Fixed-term & permanent exclusions
- Pupil/student mobility
- In-year admissions v PAN

Support Structure

Collaboration/ Recruitment/
Training Beckfoot Trust Teaching
School

External Review and Monitoring

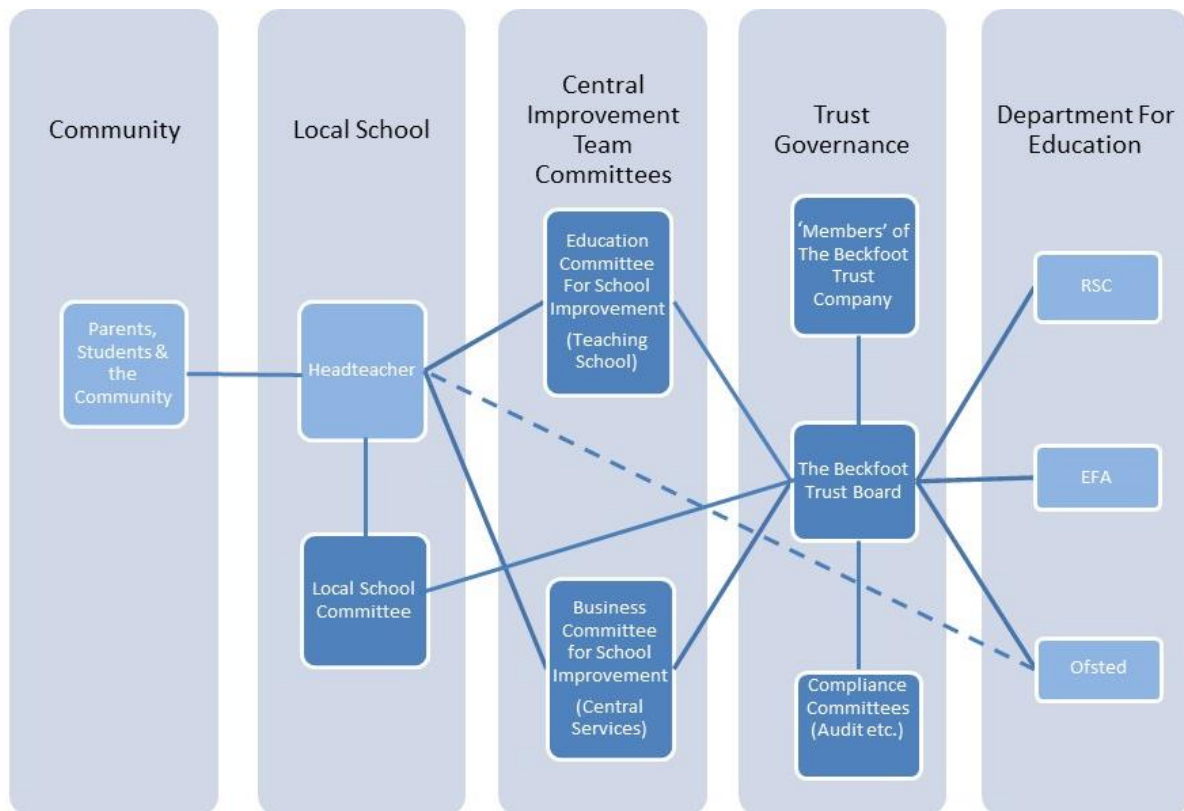
Finance/ HR/ Estates
Business Committee

Education Standards
Education Committee

Stakeholder Engagement
Local Schools Committee

3.0 Governance and Operational Structure of Beckfoot Trust

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



4.0 The Department for Education

8. Multi-Academy Trusts, like Local Authority Maintained Schools, work within service provision frameworks and to standards defined by the Department for Education (DfE). The DfE interacts with Beckfoot Trust through three channels for different aspects of its work as follows:

Regional School's Commissioner (RSC)

9. RSCs are responsible for approving and monitoring academies and free schools in their area on behalf of the Secretary of State for Education. Their main responsibilities are to:
- Monitor the performance of the academies in their area
 - Take action when an academy is underperforming
 - Decide on the development of new academies

- Address underperformance in local-authority-maintained schools through sponsored academy arrangements
- Make recommendations to ministers about free school applications
- Encourage organisations to become academy sponsors
- Approve changes to open academies, including:
 - changes to age ranges
 - mergers between academies
 - changes to multi-academy trust arrangements

The Education Funding Agency (EFA)

11. The EFA is responsible for:

- Funding education for learners between the ages of 3 and 19, and those with learning difficulties and disabilities between the ages of 3 and 25
- Funding and monitoring academies, university technical colleges, studio schools, and free schools
- Building maintenance programmes for schools and sixth-form colleges
- Allocating funds to 152 local authorities for maintained schools, and 4,000 voluntary-aided schools

Ofsted

12. Ofsted is responsible for:

- Inspecting maintained schools and academies, some independent schools, and many other educational institutions and programmes outside of higher education
- Inspecting childcare, adoption and fostering agencies and initial teacher training
- Publishing reports of our findings so they can be used to improve the overall quality of education and training
- Regulating a range of early years and children's social care services, making sure they're suitable for children and potentially vulnerable young people
- Reporting to policymakers on the effectiveness of these services

5.0 The Members of the Company Responsibilities

13. The Members of the Company are those that have ultimate responsibility for the Trust achieving its charitable objectives. They are responsible for forming the Company and appointing the initial Directors/Trustees. They act as guardians of the ethos of the business and, amongst other things, can call special General Meetings and hold the Board to account for its actions. The appointment dismissal, powers and obligations of the Members are defined in the Company's Articles.

14. 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.

15. The Members will meet at least twice each year.

16. The Members will hold the Board to account based on:
1. The Annual Educational Statements as presented at the Annual General Meeting
 2. The Annual Financial Statements as presented at the Annual General Meeting
 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

6.0 Beckfoot Trust Board Responsibilities

17. 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
 - Supplementary Funding Agreements for Local Schools
 - The Academies Financial Handbook
 - The Academies Annual Accounts Direction
 - The DfE Governance Handbook
 2. The Schools within the Trust comply with the Ofsted framework and aspire to become outstanding examples of comprehensive education
 3. The Local Schools adopt the Trust Values, Core Purpose, Learner Leadership and Organisational principles
 4. The purpose of governance is to provide confident, strategic leadership and to create 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'
 1. Ensuring clarity of vision, ethos and strategic direction;
 2. Holding executive leaders to account for the educational performance of the organisation and its pupils, and the performance management of staff; and
 3. Overseeing the financial performance of the organisation and making sure its money is well spent.
18. The Board delegates responsibility to Committees to complete certain of its responsibilities in accordance with Article 100.
19. The members of the Board of Directors and their roles are described in Appendix A.

7.0 Responsibilities of the Committees of the Board

20. 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').
21. 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 School in accordance with the provisions set out in the Articles of the Company and the Funding Agreements.
22. The Committees of the Board are established pursuant to article 100 of the Articles of the Company.
23. Legal responsibility for the Local School 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).
24. 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 shall be subject to regulations (if any) made by the Board from time to time.
25. 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).
26. The members of Local School Committees are not and nothing within this document is intended to make them charity trustees.
27. Each LSC member shall act in the best interests of the Local School at all times. Each LSC member, upon his or her appointment or election, 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.

28. 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.

8.0 Compliance Committees of the Board

Audit Committee of the Board Delegations

29. 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.

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

1. The Internal and External Audit function as described in this document and including the appointment of external advisors as necessary.

Remuneration Committee Delegations

31. 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

32. 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 Chief Operating Officer
 - c. Employed Directors/Trustees of the Trust

Ad Hoc Committee – Discipline and Grievance Delegations

33. 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:

- The Committee's role is essentially one of reviewing the referrals made to the Board through the Policies for Student and Staff Discipline and grievance or complaint.

9.0 Central Improvement Team Committees

34. The Trust Central Improvement Team Committees bridge the gap between the Governance responsibilities of the Board and the operational requirements of the Local Schools. They are organised to ensure the Board is active in monitoring and decision making in key areas of operation; school improvement, central service provision and the efficient business management of Local Schools.

Education Committee for School Improvement Delegations

35. The Education Committee of the Board will be made up of:

1. The CEO (Chair)
2. The Chair of Trustees
3. Directors/Trustees with appropriate experience
4. The COO
5. Trust school Headteachers (Advisors)
6. Associate Director for School Improvement (Advisor)
7. Associate Director for Professional Development (Advisor)
8. School Improvement Advisors by invitation (cross phase expertise drawn from NLEs, SLEs and others with appropriate skills and experience)

Only Directors present have voting rights (Associate Directors 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.

36. 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:

- 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 support through Teaching School Improvement Services.
- Assess the effectiveness of the Headteacher in each Local School.
- Approve and monitor Trust Statutory Policies described in Appendix D.
- Approve and monitor Trust non-statutory Statements/Procedures described in Appendix E.
- To ensure all students are safeguarded.

37. In addition the Committee will support the CEO in developing proposals for Board approval related to:

- Setting Trust strategy and direction.
- Modelling and setting the Trust's culture.
- Building and leading the senior staff teams.
- Allocating funding to the Trust's priorities.

Business Committee for School Improvement Delegations

38. The Business Committee of the Board of Director/Trustees will be made up of:

1. The COO and Principal Financial Officer (Chair)
2. The CEO and Accounting Officer
3. The Chair of the Board
4. Directors/Trustees with appropriate experience
5. Associate Director for Finance (Advisor)
6. Associate Director for HR (Advisor)
7. Estates and business management advisors by invitation

Only Directors present have voting rights (Associate Directors 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.

39. 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. 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.
 - 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 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 recruitment and employment matters.
3. Assessing the effectiveness of the Trust's 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
 - d. Payroll
 - e. Health and Safety
 - f. Corporate communications
 - g. Estate Management
 - h. ICT Services
 - i. Community services

4. Approve and monitor Trust Statutory Policies described in Appendix D.
5. Approve and monitor Trust non-statutory Statements/Procedures described in Appendix E.

10 Local School Committee (LSC)

Local School Committee Delegations

40. Subject to provisions of these Terms of Reference, the Companies Act 2006, the Articles and to any directions given by the Board, the business of the Local School shall be managed by the Local School Committee which 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 principles. Taking particular responsibility for ensuring:
 - Student welfare and wellbeing
 - Staff welfare and wellbeing
 - Parental engagement
2. To review and monitor survey results related to student, staff and parental engagement.
3. Be aware of, understand and promote the school's performance:
 - Self Evaluation Form
 - School Improvement Plan
 - Data for student progress
 - External Reviews
 - Financial management
 - Staffing arrangements
3. To review and make an initial response to complaints made about the Local School that cannot be resolved by the Headteacher.
4. 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.
5. Approve and monitor Local School Statutory Policies described in Appendix F.
6. Approve and monitor Local School non-statutory Statements/Procedures described in Appendix G.
7. To propose appointments of Local School Committee members with specific responsibilities as it requires or as directed by the Board.
8. 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;
9. To set up a Register of LSC members' Business Interests and to set up an LSC members' Skills and Experience Matrix

41. 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.

11 Specific Delegated Authority to Individual Staff

The following roles are described for clarification:

Chief Executive Officer (Accounting Officer)

42. Subject to the statements and directions of the Board, the CEO shall be responsible for;
1. Establish and implement the Trust's Core Purpose and principles
 2. Establish a strategic plan and growth strategy for the Beckfoot Trust Board to approve
 3. Accounting for the Trust's activities to the RSC, DfE, EFA and Parliament
 4. Directing the work of the Central Improvement Team on behalf of the Board
 5. Supporting and Performance Management of the Local School's Headteachers
 6. Reporting to the Board on the performance of the Local School and upon student progress

Chief Operating Officer (Principal Financial Officer)

43. Subject to the statements and directions of the Board, the COO shall be responsible for:
1. Implementing Trust's Core Purpose and principles
 2. Secure the commercial viability of the Trust ensuring it has the resources and systems to deliver and sustain educational excellence
 3. Directing the work of the commercial aspect Central Services Team
 4. Implementing the Agenda set by the Business Committee for School Improvement
 5. Reporting to the Board on the corporate compliance of the Local Schools and upon their commercial performance

Local School Headteacher

44. Subject to the statements and directions of the Board, the Headteacher shall be responsible for:
1. The leadership and management of the Local School in accordance with the delegated authority defined in the Headteacher's Toolkit and the Business Management Manual
 2. Attending meetings of the Boards' Education Committee for School Improvement
 3. Implementing the Trust's Core Purpose and principles and Trust systems for improvement established by the Board
 4. Collaborating with other Trust schools to contribute to and receive the benefits of, Trust-wide improvement systems and strategies.
 5. Implementing the agreed policies and procedures set out by the Board and the Local School Committee in Appendix D,E,F and G, this includes the implementation of all statutory regulations

6. Reporting on the performance of the school (school improvement, commercial and statutory compliance);
7. Advising the Board on strategic direction, forward planning and quality assurance;
8. Facilitating the work of the Local School Committee to ensure effective student, parental and community engagement.
9. All such additional functions as may be assigned under the job description or contract of employment.

The Associate Director for School Improvement

45. The Associate Director for School Improvement will work closely alongside the CEO to support and challenge Headteachers to create remarkable learning environments. They will ensure that Beckfoot Trust is recognised both locally and nationally, as an example of best MAT practice. This work includes but is not limited to:

1. Overseeing the monitoring and evaluation processes for all Local Schools
2. Co-ordinating the agenda for the Education Committee of the Board
3. Oversee the consistency of assessment across Trust schools
4. Preparing and presenting data on Local School Key Performance Indicators
5. Line Management of the Trust Data Manager and Core Subject Specialist Leads
6. To work closely with the Local School Headteacher, senior and middle leaders to implement school improvement plans
7. To support Local Schools in the readiness for external inspection and review
8. To arrange annual external reviews of the schools and to assess the quality of the Report and the resulting action planning
9. To work closely alongside the Associate Director for Professional Development to ensure that they have the information required to broker appropriate support
10. To keep the Trust fully updated on changes to Ofsted/ DfE/ Ofqual and initiate training linked to these aspects

The Associate Director for Professional Development

46. The Associate Director for Professional Development will oversee improvement services delivered through the Beckfoot Teaching School Alliance. These services include but are not limited to developing high quality, trust-wide professional development:

1. Recruitment and training of trainee staff and the School Direct programme
2. Career-stage leadership development programmes
3. Co-ordination of school-to-school support networks
4. Identifying examples of best teaching and learning practice and sharing these throughout the Trust
5. Co-ordinating a calendar of trust-wide professional development conferences and student events that establish a Trust culture of shared endeavour.

Appendix A The Board of Directors/Trustees

The Board of Directors/Trustees will be made up in accordance with the Articles:

Director – Chief Executive Officer and AO	David Horn	^ ~ >
Director – Chief Operating Officer and PFO	Charlie Tebbutt	^ ~
Director – (Chair designate)	John Winkley	^ ~ >
Director – Director/Trustee	Jan Lee	~ > +
Director – Director/Trustee	Paul Hill	~ +
Director – Director/Trustee	David Maybury	~
Director – (Vice Chair designate)	Kim Tollervey	# +
Director – Director/Trustee	Mike Kelly	~ > +
Director – Parent Director/Trustee	Robert Lawrence	# +
Director – Parent Director/Trustee	Sidiq Ali	# +
Director – Staff Director/Trustee	Paul Speight (Dec 16)	~
Director – Vacancy (proposed appointment)	Sue Pierce	^ ~

Education Committee for School Improvement ^

Business Committee for School Improvement ~

Local School Committee +

Audit Committee #

Remuneration Committee >

AO – Accounting Officer

PFO – Principal Financial Officer

Appendix B Terms of Reference for a Committee of the Board

1. Subject to provisions of these Terms of Reference, the Companies Act 2006, the Articles and to any directions given by the Board, the Committees of the Board, that are not Local School Committees (LSCs) shall take delegated responsibilities as set out in this document.
2. 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 shall be subject to regulations (if any) made by the Board from time to time.

Composition of a Committee of the Board

3. The membership of the Committees shall be determined by the Board. In some cases, the Board may co-opt an LSC member to act for it on recruitment panels, appeals committees related to staff and student discipline and grievance or in relation to complaints.

Chair

4. The Chair of the Committee will be appointed by the Board
5. If the Chair is absent from any meeting of the Committee, those Directors/Trustees present shall appoint one of their number to chair the meeting. The provisions of paragraph below as to quorum for meetings shall apply.

Meetings of the Committees of the Board

6. The Committee shall hold such meetings as may be necessary.
All meetings shall be convened by the Clerk, who shall send to the Committee 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 Committee 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

7. No meeting of the Committee may be held unless at least three Directors/Trustees are present or two Directors/trustees and one co-opted member of the LSC 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, the meeting shall not be held. If in the course of a meeting of the Committee the number of Directors/Trustees present ceases to constitute a quorum, the meeting shall be terminated forthwith.

Proceedings of the Meetings

8. Every question to be decided at a meeting of the Committee 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.

A Director/Trustee may not vote by proxy.

No resolution of the Committee 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.

Any Director/Trustee shall be able to participate in meetings of the 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 Publications

9. Minutes will be taken of every Committee meeting.
At every meeting of the 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 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 Committee may invite attendance by persons who are not Directors/Trustees where such attendance is considered by the Directors/Trustee members of the Committee to benefit its deliberations.

Amendments to these Terms of Reference

10. This Appendix shall be subject to review in each academic year and may be subject to amendment by the Board.

Appendix C Terms of Reference Local School Committee

1. 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 shall take delegated responsibilities as set out in this document.
2. 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 shall be subject to regulations (if any) made by the Board from time to time.

Composition of the Local School Committee

3. The membership of the Local School Committee shall be determined in accordance with the following provisions:-
The total membership shall be not less than 7 and not more than 9.
The membership shall comprise:
 - (a) the Headteacher;
 - (b) 1 Staff member;
 - (c) up to 7 members appointed by the Board, of whom no fewer than one shall be Director/Trustees.
4. The Local School Committee may continue to act notwithstanding a temporary vacancy in its composition.
5. Elections for the post of LSC Staff member shall be held every two years in by secret ballot of persons who are 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.

6. The Board may make such rules concerning the administration of an election held pursuant to paragraphs 5 or 6 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

7. An LSC member may at any time resign his or her office by giving notice in writing to the Clerk to the Committee
8. An LSC member shall cease to hold office if he or she is removed by the person or persons who appointed him. This provision does not apply in the case of an LSC Staff

member, except that an LSC Staff member shall resign from 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.

9. Notwithstanding paragraph 9 above, 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.
10. The Headteacher shall automatically cease to hold office if he or she ceases to be associated with the Local School in the capacity in which he or she was appointed.

Persons Ineligible to be LSC Members

11. No person shall be qualified to be an 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.
12. An 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.
13. An LSC member shall cease to hold office if he or she 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.
14. An LSC member shall cease to hold office if he or she 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).
15. A person shall be disqualified from holding or continuing to hold office as An LSC member:-

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.
- If 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.

If at any time when 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
- Disqualified from working with children under section 35 of the Criminal Justice and Court Services Act 2000.

If he or she is a person in respect of whom a direction has been made under section 142 of the Education Act 2002.

Where 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.

If 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.

16. Where a person becomes disqualified from holding, or continuing to hold office as an LSC member and he or she is, or is proposed to become, such an LSC member, he or she, shall upon becoming so disqualified, give written notice of that fact to the Clerk.

Term of Office

17. 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 three years. LSC Staff members shall hold office for two years.
18. 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.

Conflicts of Interest

19. The income and property of the 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.

20. Any 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 duties as an LSC member shall disclose that fact to the Local School Committee and to the Clerk as soon as he or she becomes aware of it. An LSC member must absent himself or herself from any discussions of the Local School Committee in which it is possible that a conflict will arise between his or her duty to act solely in the interests of the Local School and any duty or personal interest (including but not limited to any Personal Financial Interest).

Chair

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

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

23. 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. The provisions of paragraph 31 below as to quorum for meetings shall apply.

24. The Chair of the Local School Committee will meet with representatives of the Board at the beginning of each School year to discuss the roles and responsibilities of the Local School Committee.

Meetings of the Local School Committee

25. 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.

26. 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.

27. 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.

28. 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.

29. 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

30. No meeting of the Local School Committee shall be quorate unless at least one attendee is also a Director/Trustee of the Company. Subject to that, meetings of the Local School Committee shall be quorate if three or one-third of its members are present (whichever is greater).
31. If the number of LSC members assembled for a meeting of the Local School Committee does not constitute a quorum, or clause 30 is not satisfied, the meeting shall not be held. If in the course of a meeting of the Local School Committee the number of LSC members present ceases to constitute a quorum, the meeting shall be terminated forthwith.
32. 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

33. 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.
34. 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.
35. 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.
36. 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.

37. 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

38. Minutes will be taken of every Local School Committee meeting.

39. 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.

40. 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.

41. 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.

Rules and Bye-laws

42. The Board has power to make rules and bye-laws in respect of the government and conduct of the Local School as it shall think fit, after consultation (where appropriate) with the Local School Committee.

Amendment to these Terms of Reference

43. This Appendix shall be subject to review in each academic year and may be subject to amendment by the Board.

Appendix D Trust Statutory Policies

- Behaviour & Attendance ~
- Charging and Remissions >
- Child Protection policy and procedures (inc. Forced marriage, FGM and Prevent and esafeguarding) ~
- Complaints Procedure (Parents) >
- Data Protection >
- Equality information and objectives >
- Freedom of Information Act >
- Health and Safety >
- Recruitment, Safer Recruitment & DBS (Central Record of Recruitment and Vetting Checks) >
- Special Educational Needs ~
- Staff Discipline, Conduct and Grievance >
- Statement of procedures for dealing with allegations of abuse against staff >
- Supporting pupils with medical conditions ~

Approving Committee:

Education Committee for School Improvement	~
Business Committee for school Improvement	>
Local School Committee	#

Appendix E Trust non-statutory Statements/Procedures

- Attendance Management Policy >
- Accident Reporting >
- Business Management Manual (Finance, HR, H&S and Estates) >
- Confidential Reporting Code for Staff (Whistleblowing) >
- Expenses Policy >
- Flexible Working (Work and families) >
- Internal Audit Policy +
- Local Government Pension Scheme Discretionary Benefits Policy >
- Pay and Performance Management Policy ~
- Social media and Acceptable Use policy ~
- Violence at Work >

Approving Committee:

Education Committee for School Improvement	~
Business Committee for school Improvement	>
Local School Committee	#
Audit Committee	+

Appendix F Local School Statutory Policies

- Accessibility Plan #
- Admissions #
- 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:

Education Committee for School Improvement	~
Business Committee for school Improvement	>
Local School Committee	#

Appendix G Local School non-statutory Statements/Procedures

- Business Continuity Plan #
- CCTV Protocol #
- Fire Evacuation Strategy and 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:

Education Committee for School Improvement	~
Business Committee for school Improvement	>
Local School Committee	#

Appendix H Local School Committee Agendas and Guidance

It is proposed that we hold 4 LSC meetings per academic year. The number of meetings and the nature of the agenda is for the school to determine however we would encourage a focus on the following:

Meeting 1 - October:	Data Dashboard and focus on summer results analysis and annual policy approval.
Meeting 2 - November:	Data Dashboard and focus on External Review, Self Evaluation Form and School Improvement Plan
Meeting 3 - March:	Data Dashboard and focus on stakeholder survey feedback and follow up actions
Meeting 4 – July	Data Dashboard and focus on Summer Review findings, recruitment and retention

- All members of the Committee to be issued with a folder with key school improvement information and Data Dashboard.
- The Data Dashboard will provide the Cttee with updated school improvement data linked to progress of groups of learners, attendance and behaviour.
- The HT will present a short Business update at each meeting focussed on key financial, HR and Estates management (including Health and Safety) updates.

Meeting 1 – October

Timing: Minutes to be available for the Board Meeting 9/2/17

Key Focus: Summer Result/Progress Update and Policy approvals.

1. Attendance and Apologies
2. Folders issued with Data Dashboard and key School Improvement information.
3. Constitution of the Committee
 - a. Proposal to appoint a Chair and Vice Chair (annual requirement)
 - b. Proposal to appoint Local School Committee Members (if a vacancy exists)
 - c. Appointment of a staff Local School Committee Member by ballot
4. Headteacher's Report:
 - a. Summer Result/ Progress Update
 - b. Data Dashboard
5. Policy Approval - Local School Statutory Policies
 - a. Accessibility Plan
 - b. Admissions
 - c. Childcare Act and Disqualifications regulations
 - d. Curriculum Statement
 - e. Early Years Foundation Stage Policy
 - f. Local School Health and Safety delegations
 - g. Premises Management Documents
 - h. Register of Pupil's Admission to School
 - i. Register of Pupil's Attendance
 - j. School Information Published on School Websites
 - k. Sex Education
6. Policy Approval - Local School non-statutory Statements/Procedures

- a. Business Continuity Plan
 - b. CCTV Protocol
 - c. Fire Evacuation Strategy and Fire Risk Assessment
 - d. Home School Agreement
 - e. Lettings/Community use
 - f. Off Site Visits and Activities
 - g. Spiritual, Moral, Social and Cultural Policy (SMCS)
 - h. Travel Plan
7. Headteacher's Business Update: (Finance, HR, Estates)
 8. Complete the Register of LSC members' Business Interests
 9. Complete the LSC members' Skills and Experience Matrix
 10. Any other advice and guidance for the Board
 11. Any other Business (including complaints, grievance and discipline not covered elsewhere)

Meeting 2 – November

1. Attendance and Apologies
2. Headteacher's Report
 - a. Data Dashboard
 - b. External Review
 - c. Strategic Plan Summary
 - d. Academic Outcome Summary
 - e. School Self Evaluation Summary
 - f. School Improvement Plan Summary
3. Headteacher's Business Update: (Finance, HR, Estates)
4. Any other advice and guidance for the Board
5. Any other Business (including complaints, grievance and discipline not covered elsewhere)

Meeting 3 – March

1. Attendance and Apologies
2. Headteacher's Academic Report
 - a. Data Dashboard
 - b. Staff Welfare Report – feedback on annual staff survey and reflections
 - c. Student Welfare Report – feedback on annual student survey and reflections
 - d. Parental Engagement and Community Report – feedback on parents survey and reflections.
3. Headteacher's Business Update: (Finance, HR, Estates)
4. Any other advice and guidance for the Board
5. Any other Business (including complaints, grievance and discipline not covered elsewhere)

Meeting 4 - July

1. Attendance and Apologies
2. Headteacher's Report
 - a. Data Dashboard
 - b. Summer Review feedback

- c. Progress made against the Strategic Vision and School Improvement Plan
- d. Academic outcome forecasts
- e. Recruitment and Retention
3. Headteacher’s Business Update: (Finance, HR, Estates)
4. Any other advice and guidance for the Board
5. Any other Business (including complaints, grievance and discipline not covered elsewhere)

Local School Committee - Prompts for Members

Our Core Purpose is to create in all our schools ‘remarkable learning environments where students expect success’. We will measure our impact by achieving outcomes that place us in the top 20% of similar schools. The Scheme of Delegation sets out what the remit of the LSC is. Fundamentally it is to ensure that there is a local identity to the Beckfoot Trust. To guarantee that each of our schools genuinely serves the needs of its community – students, parents and staff and has strong advocacy.

The LSC has clearly delegated responsibilities as outlined in the Scheme of Delegation. It will have a Trustee attached to its committee. We would advise that all members of the committee have a folder with key information in about the school – particularly:

- Trust Scheme of Delegation
- School Data Dashboard
- Strategic Vision
- Self Evaluation Form
- School Improvement Plan
- Trust External Reviews
- Finance and HR updates
- Survey information
- Minutes of previous meetings.
- Copies of Trust Board Meetings
- LSC Monitoring and Evaluation Calendar – setting out what the area of focus will be for each of the meetings over the year.

LSC Question Prompt Sheet

To help you ensure that the meetings are productive the following prompts may help you. Feel free to adapt as you see fit.

Possible questions to consider discussing as a group
<p>Students:</p> <p>When was the last student survey? What did it tell us?</p> <p>How much academic progress are students making in school?</p> <p>How are different groups of learners performing academically in school? i.e. Boys, Girls, Disadvantaged students, students with a high, medium or low academic starting point.</p> <p>What are the latest attendance figures for the school? How do they compare to previous years and national figures?</p> <p>What is the attendance for different groups of learners?</p> <p>What are the latest exclusion figures? How does it compare to national averages?</p>

Are we happy that students are being taught well across the school? How do you know?
 How broad is the extra curriculum experience? What is the take up amongst different groups of learners?
 How is student leadership being developed within the school

Parents:

When was the last Parents survey? What did it tell us?
 What is the communications strategy for parents? Have we a clear Home School Agreement?
 What are the attendance figures for the most recent parents evenings? How does this compare with last year? What are we doing to secure 100% attendance at these events?
 How effective is the web site? Does it meet all its legal requirements to inform parents of policies and key information?
 How effective is the web site for providing opportunities for parents to support their children with homework?
 What is the strategy for communicating with 'hard to reach' parents, particularly those from 'disadvantaged' homes.
 What is the strategy for communicating with prospective parents to the school? How do we know it is effective?
 What did prospective parents think of our Open Evening? Have we carried out a proper evaluation?

Staff

When was the last Staff survey? What did it tell us? How does it compare to previous staff surveys?
 Are we full staffed? What is the strategy to tackle poor attendance?
 What is the professional development strategy for staff? How successful is it?
 What is the attendance pattern for staff. How does it compare to previous years?
 Do staff feel they are well led? How do you know?
 Is there a staff welfare committee? What is being discussed?
 Are staff cherished? What do we do in school to ensure staff know that?
 What is the recruitment and retention strategy for the school? How successful is it?

Appendix I Summary of Delegations

	Members	Board	Audit Ctt./Rem Ctt.	Education Ctt.	Business Ctt.	CEO and CIT	LSC	Local Head
PEOPLE								
Members: Appoint/Remove	✓					<A		
Director/Trustees: Appoint/Remove	✓	✓				<A		
Role descriptions for members	✓					<A		
Role descriptions for trustees/Chair/specific roles/committee members: agree		✓				<A		
Parent Director/Trustee: elected		✓				<A		
Committee Chairs: appoint and remove		✓				<A		
Members of the Local School Committee		✓					<A	<A
Clerk to board: appoint and remove		✓				<A		
Clerk to LSC: appoint and remove							✓	<A
SYSTEMS AND STRUCTURES								
Articles: agree and review	✓	<A						
Governance structure (including committees) for the Trust: establish and review annually		✓				<A		
Terms of reference for Trust Committees: agree annually		✓				<A		
Skills audit: complete and recruit to fill gaps		✓					✓	
Annual self-review of Trust Board performance: complete annually	A>	✓						
Trustee / committee member contribution: review annually		✓					✓	
Succession: plan		✓				<A>	✓	<A

Annual schedule of business for Trust Board: agree		✓				<A		
Annual schedule of business for Committees agree			✓ R&A	✓	✓	<A>	✓	<A
REPORTING								
Trust governance details on Trust and Local School websites: ensure		✓				<A>		✓
Register of all interests, business, pecuniary, loyalty for members/trustees/committee members and Local School staff with financial responsibility: establish and publish		✓				<A>	✓	
Annual Educational Report on performance of the trust: submit to Members	✓	✓				<A		<A
Annual report and accounts including accounting policies, signed statement on regularity, propriety and compliance, incorporating governance statement demonstrating value for money: submit	✓	✓				<A		
BEING STRATEGIC								
Determine Trust wide Statutory policies and non-statutory policies/procedures which reflect the Trust's ethos and values and operations				✓	✓	<A	<A	<A
Determine school level Statutory policies and non-statutory policies/procedures which reflect the school's ethos and values and operations						<A>	✓	<A
Central Charge agreed with annual budget		✓			<A	<A		<A
Management of risk: establish register, review and monitor		✓				<A		<A
Engagement with stakeholders		✓				✓	✓	✓
Trust's vision and strategy, agreeing key priorities		✓				<A		

and key performance indicators (KPIs) against which progress towards achieving the vision can be measured: determine								
Schools vision and strategy, agreeing key priorities and key performance indicators (KPIs) against which progress towards achieving the vision can be measured: determine						A>	A>	✓
Recruitment and HR Guidelines (see Business Manual)		✓						
Budget plan to support delivery of Trust key priorities including Annual Approval of all Local School Budgets: agree		✓				<A		
Budget plan to support delivery of Local School key priorities subject to annual approval by the Trust.		✓			<A	<A	<A	<A
Trust's CIT staffing structure: agree		✓			<A	<A		
Local School staffing structure: agree as part of budget approval process. Amendments in-year subject to delegations in the Business Manual		✓				<A		<A
HOLDING TO ACCOUNT								
Auditing and reporting arrangements for matters of compliance (eg safeguarding, Local School H&S, employment): agree		✓						✓
Reporting arrangements for progress on key priorities: agree			✓R&A	✓		<A>		✓
Performance management and remuneration of the Chief Executive Officer: undertake			✓R					
Performance management of employed Director/Trustees: undertake						✓		
Remuneration of employed Director/Trustees: agree			✓R					

Performance management and remuneration of Local School Headteacher : undertake						✓		
Performance management and remuneration of CIT staff : undertake						✓		
ENSURING FINANCIAL PROBITY								
Chief financial officer for delivery of trusts detailed accounting processes: appoint		✓				<A		
Trust's scheme of financial delegation: establish and review		✓				<A		
Local School's scheme of financial delegation working within parameters of Trust's scheme of financial delegation: establish and review						A>		✓
External auditors' report: receive and respond			✓A					
Staff pay progression: monitor and agree						A>		✓
Benchmarking and Trust wide value for money: ensure robustness						✓		<A
Benchmarking and Local School value for money: ensure robustness						A>		✓
Develop Trust wide procurement strategies and efficiency savings programme						✓		<A