



SCHEME OF DELEGATION

16 July 2018 v6

Scheme of Delegation

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

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Contents	
1.0	Definitions 6
2.0	Beckfoot Trust Core Purpose and Principles 7
	Trust Values 7
	Trust Core Purpose 7
	Conditions for Membership of Beckfoot Trust 7
	Beckfoot Trust’s Features of ‘Remarkable Learning Environments’ 7
	Who We Are and What We Stand For 8
	Core Purpose 8
	Measuring impact 8
	By 2019 8
	Collaborative Practice 9
	Trust Support 9
	Strategic Priorities 2017 -19 9
	Beckfoot Trust School Improvement Framework 9
3.0	Governance and Operational Structure of Beckfoot Trust 10
4.0	The Department for Education 10
	Regional School’s Commissioner (RSC) 11
	The Education & Skills Funding Agency (ESFA) 11
	Ofsted 11
5.0	The Members of the Company Responsibilities 11
6.0	Beckfoot Trust Board Responsibilities 12
7.0	Responsibilities of the Committees of the Board 13
8.0	Compliance Committees of the Board 14
	Audit Committee of the Board Delegations 14
	Remuneration Committee Delegations 14
	Ad Hoc Committee – Discipline and Grievance Delegations 14
9.0	Central Improvement Team Committees 14
	Education Committee for School Improvement Delegations 15
	Business Committee for School Improvement Delegations 15
10	Local School Committee (LSC) 16
	Local School Committee Delegations 16
11	Head Teacher Steering Group 17
12	Specific Delegated Authority to Individual Staff 17
	Chief Executive Officer (Accounting Officer) 17
	Chief Operating Officer (Principal Financial Officer) 18

	Local School Headteacher	19
	The Associate Director for School Improvement	19
13	The Board of Directors/Trustees	20
14	Terms of Reference for a Meeting of the Board	21
	Composition of the Board	21
	Chair	21
	Meetings of the Committees of the Board	21
	Quorum	21
	Proceedings of the Meetings	22
	Minutes and Publications	22
	Decisions by Email/post	22
	Amendments to these Terms of Reference	22
15	Terms of Reference for a Committee of the Board	23
	Composition of a Committee of the Board	23
	Chair	23
	Meetings of the Committees of the Board	23
	Quorum	24
	Proceedings of the Meetings	24
	Minutes and Publications	24
	Amendments to these Terms of Reference	24
16	Terms of Reference Local School Committee	25
	Composition of the Local School Committee	25
	Resignation and Removal	25
	Persons Ineligible to be LSC Members	26
	Term of Office	27
	Conflicts of Interest	27
	Chair	27
	Meetings of the Local School Committee	28
	Quorum	28
	Proceedings of Meetings	29
	Minutes and Publication	29
	Rules and Bye-laws	30
	Amendment to these Terms of Reference	30
17	Trust Statutory Policies	31
18	Trust non-statutory Statements /Procedures	31
19	Local School Statutory Policies	32

20	Local School non-statutory Statements/Procedures	32
21	Local School Committee Agendas and Guidance	33
22	Summary of Delegations	37

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

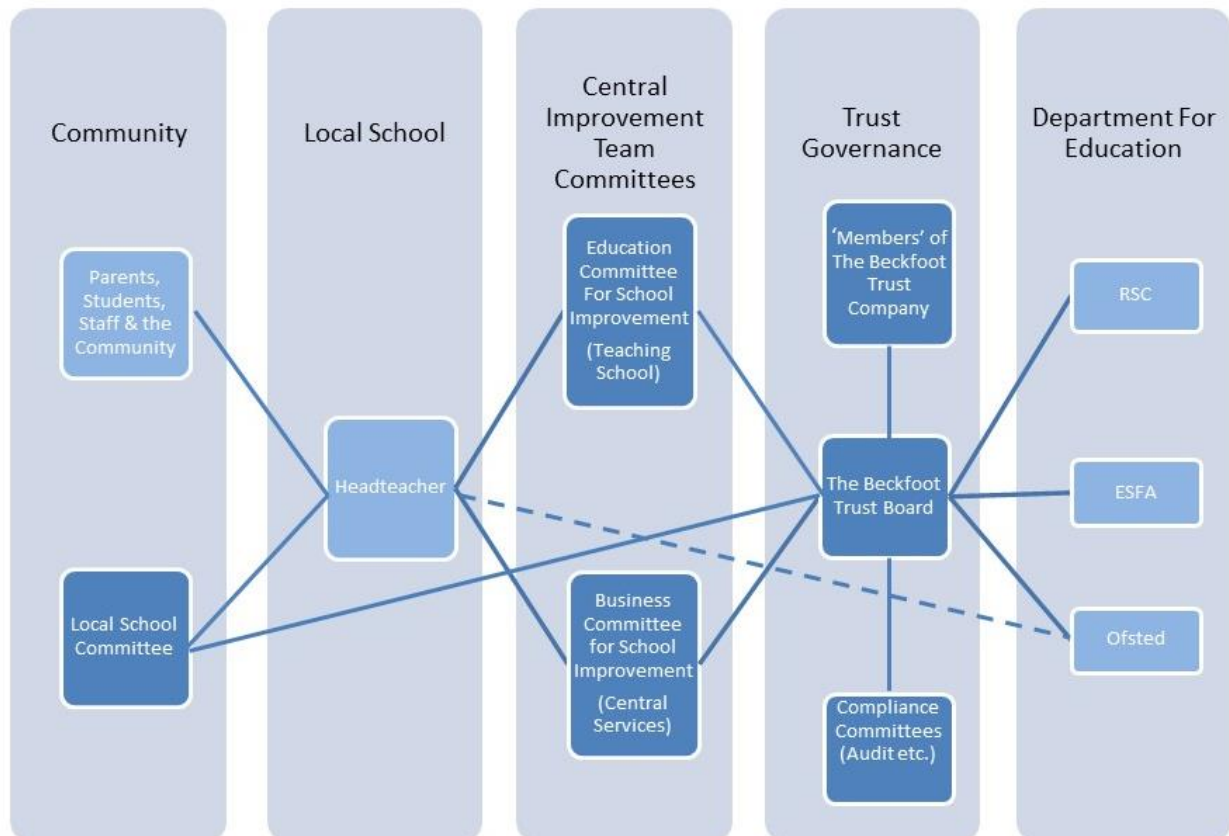
Beckfoot Trust School Improvement Framework

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

Beckfoot Trust School Improvement Framework (What we all do)				Beckfoot Trust
<p>Aligned to Ofsted Framework</p> <p>Our Core Purpose: Beckfoot Trust supports the creation of remarkable schools. Schools where learners expect success because of their ambitious attitude to learning, the challenge provided by staff, and the support they receive from home. Outcomes for learners rank them in the top 20% of similar schools.</p>				
<p>Trust Strategy 1: Systemised Assessment of Learning – Early Years to Post 16</p> <p>Our schools use data effectively to forensically analyse the attainment and progress made by learners and use evidence based interventions to improve performance. We do this through top 20% target setting or equivalent embedded across schools; the Trust Assessment & Reporting Calendar; learners are set individual targets based on ambitious curriculum flightpaths; Trust-wide assessment and data management network improving strategic use of data and reducing data bureaucracy.</p>				
<p>Trust Strategy 2: Effective Leadership</p> <p>Our schools have developed a culture where colleagues know they are well led and valued. The Trust Leadership Model – 5 Habits of Effective Leaders' underpins how schools are led.</p> <p><u>Leaders secure this by:</u></p> <ol style="list-style-type: none"> 1. Being Passionate advocates for Trust Values and Vision. 2. Committing fully to Trust collaborative activity and advocacy 3. Effective Self Evaluation and Improvement Planning linked to measurable criteria. 4. Ensuring the 3 Year strategic vision is collectively owned. 5. Ensuring that the Monitoring and Evaluation Calendar shapes calendar activity and review of school improvement practice. 6. Ensuring ST and Middle Leader Folders are aligned fully. 7. Ensuring Job Descriptions, Leader expectations and Line Management protocols are aligned to the Trust School Improvement Framework. 8. Ensuring the induction programme for all new staff is aligned to the Trust model. 9. Ensuring every member of staff experiences annually feedback on their self reflection, an appraisal and Professional Development linked to career stage expectations. 10. Ensure the Trust 'Effective Leadership 360 Survey is in place for all of those in leadership positions. 11. Ensure staff can access Trust Leadership Training. 12. Ensure the Trust Faculty / Phase Self Review model in place. 13. Ensure the Staff Workload Agreement is aligned to the Trust Model. * 14. Ensure that the Trust Communications Strategy (including Web Site) is in place. * 15. Carrying out an Annual Surveys from stakeholders (Staff/Students/Parents). 16. Ensure that Recruitment strategy is aligned to Trust strategy. 17. Organising arrangements for the Local School Committee aligned to Trust Scheme of Delegation. 18. Ensuring that the School is fully compliant legally. 	<p>Trust Strategy 3: Curriculum Richness and Diversity</p> <p>Our rich and diverse curriculum has to demonstrate the following cognitive and metacognitive attributes to prepare the Beckfoot Learner for life in the 21st Century:</p> <p>Master the Basics - Reading, Writing, Maths Develop Expertise - STEM, Creative Arts, Design, Sports, Health and Well Being</p> <p>Grit - Develop the skill of perseverance, drafting, critique and refinement. Aim for beautiful work. An awareness that effort rather than innate ability matters most in life.</p> <p>Eloquence - Learn to be confident, powerful speakers.</p> <p><u>The curriculum is reviewed against the following benchmarks:</u></p> <ol style="list-style-type: none"> 1. Financial sustainability. 2. Outcomes for all groups of Learners. 3. Schemes of Learning written to the Trust template and are available on the web site. * 4. Effectiveness of the Pupil Premium strategy. 5. Accessibility of the extra curriculum experience for all groups of learners. Opportunities for learners to show off what they have learnt through exhibitions and performance. 6. An SMSC/PSHCE/ Assembly programme that relates to the real world. 7. A Seamless transition between key stages for literacy and numeracy development. 8. Shared KS4 Scheme of Learning/ assessment strategy for English, Maths and Science at GCSE. 9. A coherent careers strategy linked to Gatsby 8 benchmarks. 10. Celebration of the learners achievements through stimulating, up to date and professional display and a vibrant contemporary web site. 11. A clear independent learning homeworking strategy. 	<p>Strategy 4: Teaching Quality Assurance</p> <p>Our schools have created a culture where there is an expectation amongst learners that they will receive good teaching in every lesson. They will fully implement the Teaching Quality Assurance Strategy.</p> <p><u>This includes:</u></p> <p><u>Ensuring the basics:</u></p> <ol style="list-style-type: none"> 1. Effective deployment of teachers so that they teach to their strengths. 2. A Formalised lesson observation and walk through schedule. 3. Trust Minimum Operating Standards embedded for classroom practice. 4. A clear Teaching Quality Profile aligned to Trust expectations. Know your teachers at a glance. Fully aligned to Teaching Standards and evidence based. 5. Directed Monday Planning Time with agreed sessions for Trust collaborative practice. <p><u>Through the Year:</u></p> <ol style="list-style-type: none"> 1. Formal meeting at start of year and again in Spring term with each teacher to review the progress of the learner in each class against target. (Top 20% Targets/ Prior attainment/ SEND/PP/ Other). 2. A co-ordinated targeted intervention for learners below target. 3. High quality Teacher Appraisal aligned fully to Trust expectations, including formalised self- reflection and review of targets. 4. Trust Career Stage Professional Development Programme embedded. Particular focus on ITT/NQT/RQT strategy/ Leadership Development programmes. 5. Trust Take 9/ Progress 10 strategy in place to develop teachers progress from RI to Good. / Good to Outstanding. 6. Formalised Support plans where teaching is a concern. 7. Faculty/Phase Self Review Programmes takes place. 	<p>Strategy 5: Support & Inclusion for Learners</p> <p>Comprehensive education is unparalleled if done well. We believe that every learner can enjoy learning and be successful. Inclusion is about ensuring that the learning experience is genuinely personalised to need. The support structure is about establishing a strategy to ensure that none of our learners trip up on their learning journey.</p> <p>Trust Wide strategies are in place within each school for:</p> <ol style="list-style-type: none"> 1. Ensuring high pupil attendance. 2. Excellent Behaviour and a positive attitudes to learning. 3. Ensuring positive outcomes and life chances for our most vulnerable learners. 4. Ensuring positive outcomes for SEND Learners. 5. Maximising the impact of Pupil Premium Funding. 6. Pastoral Care is effective because: <ul style="list-style-type: none"> - Safeguarding is compliant and effective (Annual Trust Audit). - PSHCE/ SMSC features strongly across the curriculum. - All learners are prepared for adulthood from an early age. - Assembly programme are in place which provokes thought and student involvement. 7. Ensuring the Parent Engagement Strategy is effective. 8. Ensuring websites are accessible and family friendly. 9. Ensuring alternative provision is used selectively, is quality assured and secures excellent outcomes. 10. Ensuring formalised student leadership is in place, can be measured and impacts on school improvement. 11. Ensuring effective personalised support is in place which includes a focus on positive well-being and mental health. <p>*Under Development in 2018-19 2018/19 30/6/18</p>	
Trust CIT and Governance Support				

3.0 Governance and Operational Structure of Beckfoot Trust

- 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

- 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 has ultimate accountability for the effectiveness of the financial system for academies. DfE is responsible for ensuring there is an adequate framework to manage resources in an effective and proper manner and that value for money is secured. There is a chain of accountability from each academy trust, through ESFA to DfE. The DfE also interacts with Beckfoot Trust through the Regional School Commissioner. The role of Ofsted is also a key element in the Trust's regulatory framework.

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 & Skills Funding Agency (ESFA)

11. The ESFA 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 and Financial Statements as presented at the Annual General Meeting
 2. The Annual review of the Board's effectiveness
 3. Other criteria that they consider appropriate to the aims of the organisation as defined in its Charitable Objectives, Articles or criteria laid down in its Funding Agreements

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 DfE define three financial disciplines that any well-run organisation should expect to deploy:
 1. Having rigorous procedures for preparing and monitoring financial plans
 2. Delivering effective operational controls
 3. Maintaining a system of internal scrutiny to remain compliant
 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 Section 13.

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. School Improvement Advisors by invitation (Trust school Headteachers, Associate Director for School Improvement, Associate Director for Teaching School)

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 Section 17.
- Approve and monitor Trust non-statutory Statements/Procedures described in Section 18.
- 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 described in the 'Business Management Manual'.
 - f. Reviewing the Trust Risk Registers and making recommendations to the Board.
2. The organisation of staffing arrangements to meet the aims of the Trust and so as to 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 Section 17.
 5. Approve and monitor Trust non-statutory Statements/Procedures described in Section 18.

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 Section 19.
 6. Approve and monitor Local School non-statutory Statements/Procedures described in Section 20.
 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 Head Teacher Steering Group

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

12 Specific Delegated Authority to Individual Staff

The following roles are described for clarification:

Chief Executive Officer (Accounting Officer)

43. Subject to the statements and directions of the Board, the CEO shall be responsible for:
1. Responsible for performance of the Trust and accountable to Directors/Trustees, Members, RSC , ESFA and the DfE.

2. Responsible for ensuring that all schools to be at least 'good' in Ofsted terms (by first inspection).
3. Responsible for overseeing and shaping the 'Growth Plan' for the Trust. – (Values/Vision/SEF/ Strategy/Tactics).
4. Line Management of Trust Headteachers. To support and to hold accountable Trust HTs for the performance of their schools. Monthly meetings with HTs to get update on progress within schools, management of Trust HT Appraisal Process includes Job Description, Self-Evaluation Toolkit /Beckfoot Trust Leadership 360.
5. To ensure the genuine benefits of being in a collaborative Trust (benefits of scale) are realised (time, resources, cost. Best idea wins).
6. Leadership of development of HT Toolkit.
7. Direct Line Manager for Chief Operating Officer and Associate Director School Improvement.
8. Accountability for the Teaching School.
9. Chairs Trust Education Committee meetings.
10. Chairs Trust HT Strategic Steering Group – 6 meetings per year.
11. Attends TEC/TBC meetings and CIT (School Improvement and Business).
12. Prepares reports for Directors/Trustees and Members, including regular update of Trust Risk Register.
13. Promotes the Trust and seeks out partnerships with other Trusts and agencies who may support development of the Trust.
14. Director/Trustee.

Chief Operating Officer (Principal Financial Officer)

44. Subject to the statements and directions of the Board, the COO shall be responsible for:
 1. Oversees financial and broader commercial effectiveness of the schools and Trust.
 2. Aligns all activity to Corporate, ESFA and other regulatory requirements.
 3. Chairs Trust Business Committee meetings.
 4. Chairs Business Central Improvement Team meetings.
 5. Leads Cluster Business Managers to support school leaders.
 6. Ensures there is collective commitment from schools to agreed Trust commercial strategy (Best idea wins). Ensures those aspects of HT Toolkit aligned to commercial strategy are in place.
 7. Half Termly meeting with each HT to ensure they are happy with the level of commercial support from the Trust and fully appreciate their commitment to ensuring their school is financially sustainable and legally compliant.
 8. Prepares Business Committee reports for Directors/Trustees (TBC) on performance of schools against financial and commercial benchmarks.
 9. Oversees Trust Monitoring and Evaluation Calendar (with ADSI).
 10. Oversees Trust Governance including Scheme of Delegation, Trust Risk Register/Governance Self-Evaluation.
 11. Line Management of CIT colleagues: Finance, HR, Estates, Technology, Compliance, Communications.
 12. Director/Trustee.

Local School Headteacher

45. 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. Implementing the agreed policies and procedures set out by the Board and the Local School Committee in Sections 17, 18, 19 and 20, this includes the implementation of all statutory regulations
 3. To be a passionate advocate for the Trust Vision and Values.
 4. To be responsible for the performance of the school.
 5. To monitor and remain absolutely focussed on securing outcomes for all groups of learners that place the school within the top 20% of similar schools or better.
 6. Accountable to the CEO for the performance of the school.
 7. Leadership of Ofsted preparation.
 8. Undertake the full range of duties and responsibilities as required by the CEO as set out in the Trust HT Job Description, Scheme of Delegation and the STPCD.
 9. Align school improvement strategy to the Trust HT Toolkit/ 'Remarkable Learning Culture' vision and Growth Strategy. Embrace the benefits of scale that comes from working within the Trust.
 10. Demonstrate a passionate commitment to the school, its pupils, staff, parents, carers and community.
 11. Develop a culture that enables all staff to be nurtured: appraised effectively, professionally developed, achieve a good work life balance, work collaboratively across the Trust, share knowledge and understanding, celebrate success and accept responsibility for outcomes.
 12. To develop leadership capacity against Trust '5 Key Habits of Successful Leaders'.
 13. To lead recruitment and retention strategies and ensure they are aligned to Trust expectations.
 14. To lead the school through all external reviews and inspections.
 15. To facilitate the working of the Local School Committee of the Board.
 16. To monitor, evaluate, analyse and review the effectiveness of the school's policies, practices and priorities, including Health and Safety, Safeguarding and British Values.
 17. Attend Trust HT Steering Group and Trust Education Committee on request. Attend Board meetings at invitation.
 18. Advocate for Trust wide elements of the Toolkit.

The Associate Director for School Improvement

46. 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. Oversee school improvement at scale strategy, implementation of School Improvement Framework and alignment to Ofsted Framework.
 2. Provides in depth support for Trust HTs in key aspects of school improvement strategy (most notably SEF/SIP/SV).
 3. To ensure there is collective commitment from schools to collectively agreed Trust SI strategy (Best idea wins) aligned to HT Toolkit.
 4. Calendared regular meetings with HTs proportionate to need.

5. Leads termly 'Team-Around-The School' meetings and facilitates annual external review of schools.
6. Prepares termly reports for the Trust Education Committee on school improvement performance aligned to Monitoring and Evaluation Calendar.
7. Chairs School Improvement Central Improvement Team meetings.
8. Oversees Trust Monitoring and Evaluation Calendar (with COO)
9. Line Management Leadership of CIT colleagues: AD Teaching School, AD Primary/Inclusion, AD Post 16, Trust Data and Research Manager.

13 The Board of Directors/Trustees

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

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

Any director may attend any committee meeting providing they note any declarations of interest.

Education Committee for School Improvement	^
Business Committee for School Improvement	~
Local School Committee	+
Audit Committee	#
Remuneration Committee	>
AO – Accounting Officer	
PFO – Principal Financial Officer	

14 Terms of Reference for a Meeting of the Board

47. The Board shall act subject to the Articles of Association.
48. 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 Board

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

Chair

50. The Chair and Vice Chair of the Board will be appointed by the Board
51. If the Chair or Vice Chair is absent from any meeting of the Board, 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

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

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

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

Quorum

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

Proceedings of the Meetings

54. Every question to be decided at a meeting of the Board shall be determined by a majority of the votes of the Directors/Trustees present and voting on the question. Director/Trustee shall have one vote. Where there is an equal division of votes the Chair of the meeting shall have a second or casting vote.
55. A Director/Trustee may not vote by proxy.
56. No resolution of the Board may be rescinded or varied at a subsequent meeting unless consideration of the rescission or variation is a specific item of business on the agenda for that meeting.
57. Any Director/Trustee shall be able to participate in meetings of the Board by telephone or video conference provided that he or she has given reasonable notice to the Clerk and that the Board has access to the appropriate equipment.

Minutes and Publications

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

Decisions by Email/post

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

Amendments to these Terms of Reference

60. Section 14 will be subject to review in each academic year and may be subject to amendment by the Board.

15 Terms of Reference for a Committee of the Board

61. 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.
62. 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

63. 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. Any director may attend any committee meeting providing they note any declarations of interest. This is of particular importance if members of the Business Committee attend Audit Committee meetings.

Chair

64. The Chair of the Committee will be appointed by the Board
65. 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

66. 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.
67. 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.
68. 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

69. 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 or will continue as a discussion forum with no decision making authority.

Proceedings of the Meetings

70. 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.

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

72. 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.

73. 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

74. 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

75. Section 15 will be subject to review in each academic year and may be subject to amendment by the Board.

16 Terms of Reference Local School Committee

75. 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.
76. 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

77. The membership of the Local School Committee shall be determined in accordance with the following provisions:-
The total membership shall not be more than 9.
The membership shall comprise:
- (a) the Headteacher;
 - (b) 1 Staff member;
 - (c) up to 7 members appointed by the Board, of whom no fewer than one shall be Director/Trustees.
78. The Local School Committee may continue to act notwithstanding a temporary vacancy in its composition.
79. 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.
80. 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

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

83. 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.
84. 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

85. 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.
86. 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.
87. 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.
88. 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).
89. 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.

90. 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

91. 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.
92. 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

93. 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.
94. 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

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

97. 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.
98. 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

99. 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.
100. 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.
101. 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.
102. 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.
103. 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

104. 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 of its members are present (whichever is greater).
105. If the number of LSC members assembled for a meeting of the Local School Committee does not constitute a quorum, or clause 104 is not satisfied, the meeting shall not be held or will continue as a discussion forum with no decision making authority. 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 or will continue as a discussion forum with no decision making authority.
106. 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

107. 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.
108. 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.
109. 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.
110. 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.
111. 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

112. Minutes will be taken of every Local School Committee meeting.
113. 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.
114. 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.
115. 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

116. 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

117. Section 16 will be subject to review in each academic year and may be subject to amendment by the Board.

17 Trust Statutory Policies

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

Approving Committee:

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

18 Trust non-statutory Statements /Procedures

- Accident Reporting >
- Audit and Assurance Framework +
- Business Management Manual (Finance, HR, H&S and Estates) >
- Trust Business Continuity Plan >
- Confidential Reporting Code for Staff (Whistleblowing) >
- Expenses Policy >
- Flexible Working (Work and families) >
- GDPR Data Breach Procedure >
- GDPR Data Access Request Procedure >
- GDPR Data Processing Impact Procedure >
- GDPR CCTV Policy >
- GDPR Records Management Policy >
- Local Government Pension Scheme Discretionary Benefits Policy >
- GDPR Online Safety, Social Media and ICT ~
- Pay and Performance Management Policy ~
- Violence at Work >

Responsible Committee:

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

19 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 #

20 Local School non-statutory Statements/Procedures

- Attendance Management and Punctuality Procedure #
- Behaviour Procedures #
- Business Continuity Plan #
- Fire Evacuation Strategy #
- Fire Risk Assessment #
- Home School Agreement #
- Lettings/Community use #
- Off Site Visits and Activities #
- Spiritual, Moral, Social and Cultural Policy (SMCS) #
- Travel Plan #

Responsible Committee:

Education Committee for School Improvement ~

Business Committee for school Improvement >

Local School Committee #

21 Local School Committee Agendas and Guidance

118. 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 – June/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 Committee with updated school improvement data linked to progress of groups of learners, attendance and behaviour.
- The Head Teacher 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 17/12/18

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

Timing: Minutes to be available for the Board Meeting 7/2/19

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

Timing: Minutes to be available for the Board Meeting 16/5/19

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 – June/July

Timing: Minutes to be available for the Board Meeting 11/7/19

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

119. 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> <p>Are we happy that students are being taught well across the school? How do you know?</p> <p>How broad is the extra curriculum experience? What is the take up amongst different groups of learners?</p> <p>How is student leadership being developed within the school</p>
<p>Parents:</p> <p>When was the last Parents survey? What did it tell us?</p> <p>What is the communications strategy for parents? Have we a clear Home School Agreement?</p>

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?

22 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						
Scheme of Delegation (including committees) for the Trust: establish and review annually		✓				<A		
Growth Plan approval		✓				<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						✓		✓
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 Financial Statements	✓	✓				<A		
BEING STRATEGIC								
Determine Trust wide Statutory policies and non-statutory policies/procedures which reflect the Trust's ethos and values and operations (Scheme of Delegation)		✓				<A	<A	<A
Determine school level Statutory policies and non-statutory policies/procedures which reflect the school's ethos and values and operations. (Scheme of Delegation)						<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 and key performance indicators (KPIs) against which		✓				<A		

progress towards achieving the vision can be measured: determine (See Growth Plan)								
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 with Annual Budgets		✓			<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

ENDS