



SCHEME OF DELEGATION

22 June 2021 v9

Scheme of Delegation

Version	9.0		
Approved by Board of Directors	1 st July 2021		
Version	Date	Description	Revision author
1.0	Sept 2016	Trust Version Created	Board
2.0	5 th July 2017	Annual Update (draft until approved at Board 13/7/17)	DJH/CT
3.0	19 th October 2017	Updated for Board 19/10/17	CDT
6.0	16 th July 2018	Approved at Board 12/7/18	CDT
7.0	3/7/19	Approved at Board 11/7/19	CDT
8.0	22/6/20	Approved at Board 2/7/20	DJH/VB/CT
9.0	22/6/21	Approved at Board 1/7/21	DJH/VB

Significant Changes since previous version

Section	Notable Change
General	The Academies Financial Handbook (AFH) is now called the Academy Trust Handbook (ATH)
General	The Trust Monitoring and Evaluation Calendar is now called the Meetings and Arrangements Calendar (MAC)
Definitions	New definition added for clarity 'Director' The School Improvement, Human Resources, Finance and Data and Operations Directors referred to in this document are member of the executive team and employees of the Company and does not infer that the postholder is a Director/Trustee of the Company;
Section 25.2	The Trust Handbook 2021/22 amends the third priority of Trustees from: 'Overseeing the financial performance of the organisation and making sure its money is well spent' to: 'Overseeing and ensuring effective financial performance'.
29	Business Committee attendee job titles amended
35	Added responsibility for the Remuneration Committee to: 'Annually reviewing the Trust's Pay and Conditions Protocol and capacity to maintain it'.
40	Updated Leadership arrangements diagram
41	CEO's list of responsibilities updated
42	Executive Headteacher's list of responsibilities updated
43	Local headteacher's list of responsibilities updated
44	The School Improvement Director's list of responsibilities updated
45	The AD Talent Management is now the Human Resources Director and their responsibilities have been updated.
46	The Finance Director's list of responsibilities updated
47	The Associate Director of Operations is now the Data and Operations Director and their list of responsibilities is updated

48	Associate Director External Community Relations. Post no longer exists. 48 not used.
49	Directors/Trustees will no longer automatically be invited to attend Headteacher Steering Group Meetings although they are welcome on request.
87	Change to give LSC's rather than the Board responsibility for appointing the Chair and Vice Chair of the LSCs annually.

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1 Definitions

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

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

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

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

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

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

'Clerk' means the clerk to the Board;

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

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

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

'Director' The School Improvement, Human Resources, Finance and Data and Operations Directors referred to in this document are member of the executive team and employees of the Company and does not infer that the postholder is a Director/Trustee 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';

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

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

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

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

'MAT' means Multi-academy Trust;

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

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

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

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

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

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

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

2 Beckfoot Trust Core Purpose and Principles

Beckfoot Trust – Who we Are

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

Trust Core Purpose

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

Trust and School Values

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

Conditions for Membership of Beckfoot Trust

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

Key Features of Beckfoot Trust and its Schools

6. Key Features of Beckfoot Trust

Collaborative Partnership

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

Developing Leaders

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

Investment in Teachers

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

Central Improvement Team

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

Trust Governance and Local Stakeholder Voice

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

7. Ambitions for Our Young People

A Curriculum for a 21st Century Generation

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

Confident Communicators

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

Knowledgeable and Expert Learners

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

Committed Community Contributors

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

Future-ready Young People

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

No Child Left Behind

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

Family Involvement in Learning

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

Seamless Transition from Early Years to Adulthood

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

8. Ambitions for Staff

A Positive Culture and Working Conditions

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

Effective Leadership of People

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

Investment in Professional Development

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

Managing Workload and Wellbeing

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

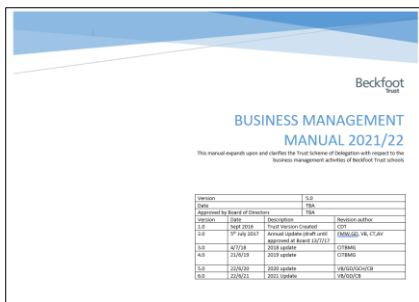
Respecting National Conditions of Employment

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

3 Key Documents Linked to the Scheme of Delegation

Business Management Manual (Mandatory)

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



Trust Policies (Mandatory)

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

Trust Statutory Policies

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

Approving Committee:

Education Committee for School Improvement ~

Business Committee for school Improvement >

Trust non-statutory Statements /Procedures

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

- Trust Managing Workforce Change Policy >
- Trust Business Continuity Plan >
- GDPR Data Breach Procedure >
- GDPR Data Access Request Procedure >
- GDPR Data Processing Impact Procedure >
- GDPR CCTV Policy >
- GDPR Records Management Policy >

Responsible Committee:

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

Local School Statutory Policies

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

Approving Committee:

- Local School Committee #

Local School non-statutory Statements/Procedures

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

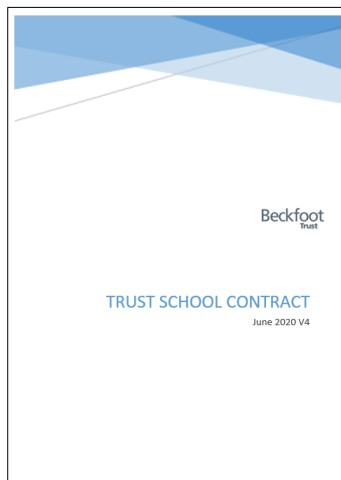
Approving Committee:

- Local School Committee #

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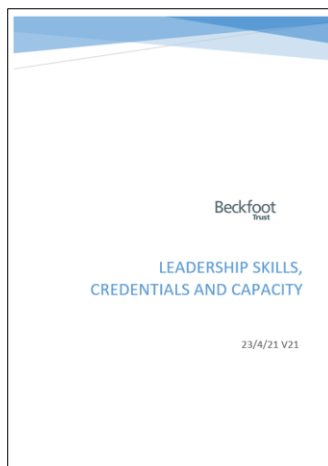
Trust School Contract (Mandatory)

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



Leadership Skills, Credentials and Capacity (Explanation)

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



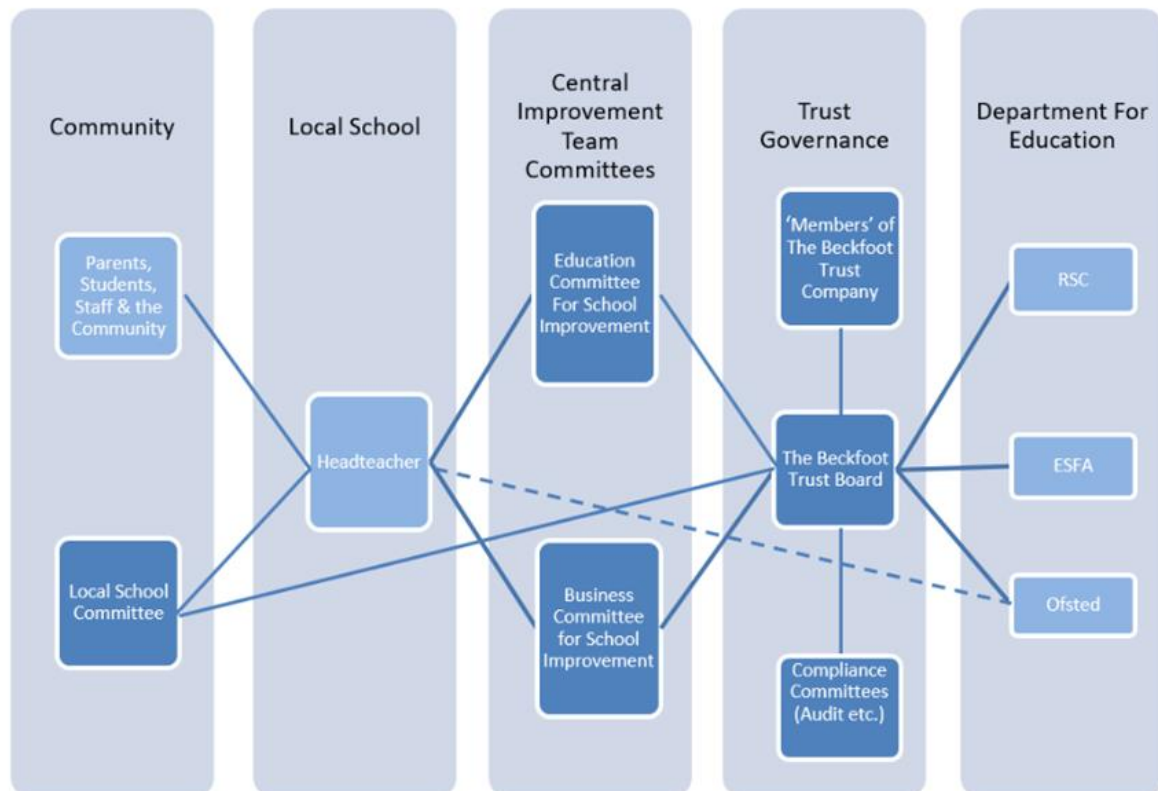
Trust Corporate Strategy, Growth Plan (Explanation)

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



4 Governance and Operational Structure of Beckfoot Trust

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



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

5 The Members of the Company Responsibilities

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

6 Beckfoot Trust Board Responsibilities

23. The Directors/Trustees are the charity trustees and responsible for the general control and management of the administration of the Company and of the Local Schools in accordance with the provisions set out in the Articles of the Company and the Funding Agreements.
24. The Company has entered into a Master Funding Agreement and a Supplemental Funding Agreement in relation to the Local School with the Secretary of State (together the 'Funding Agreements').

25. The role of the Board is to ensure:

1. The Beckfoot Trust is governed and managed so as to comply with requirements and take account of the guidance set out by the DfE in the following documents and their successor publications:
 - The Beckfoot Trust Articles
 - The Beckfoot Trust Funding Agreement
 - The Companies Act
 - Supplementary Funding Agreements for Local Schools
 - The DfE Governance Handbook
 - The DfE Competency Framework for Governance
 - The Academy Trust Handbook (formerly the Academies Financial Handbook)
 - The Academies Annual Accounts Direction
 - DfE statutory guidance on keeping children safe in education

2. The purpose of governance is to provide confident and strong strategic leadership which leads to robust accountability, oversight and assurance for educational and financial performance. The Board ensures focuses the three core functions of governance as described in the Academy Trust Handbook 2021:
 - Ensuring clarity of vision, ethos and strategic direction
 - Holding executive leaders to account for the educational performance of the organisation and its pupils, and the performance management of staff
 - Overseeing and ensuring effective financial performance

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

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

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

- Strategic leadership that sets and champions vision, ethos and strategy
 - Accountability that drives up educational standards and financial performance
 - People with the right skills, experience, qualities and capacity
 - Structures that reinforce clearly defined roles and responsibilities
 - Compliance with statutory and contractual requirements
 - Evaluation of governance to monitor and improve its quality and impact
3. The Schools adopt the Trust's values, core purpose and key features and organisational principles described in section 2.

 4. The Schools within the Trust comply with the Ofsted framework and aspire to become outstanding examples of comprehensive education.

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

7 Committees of the Board

Education Committee for School Improvement Delegations

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

1. The CEO
2. The Chair of Trustees
3. Directors/Trustees with appropriate experience
4. The School Improvement Director (advisor)
5. The Associate Director School Evaluation and Effectiveness (advisor)
6. Trust Executive Headteachers (advisors)
7. Other school improvement advisors by invitation

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

28. The role of the Education Committee is to take delegated responsibility for the educational performance of the schools within the Trust. Their remit is to:

- Ensure all students are safeguarded..
- Systematically monitor the performance of the school against the Ofsted framework
- Assess and document the level of risk to becoming outstanding for each school within the Trust
- To co-ordinate the brokering of Central Improvement Team support
- Assess the effectiveness of the leadership in each Local School
- Approve and monitor Trust Statutory Policies described in Section 2 Point 10
- Approve and monitor Trust non-statutory Statements/Procedures described in Section 2 Point 10

Business Committee for School Improvement Delegations

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

1. The CEO and Accounting Officer
2. The Chair of the Board
3. Directors/Trustees with appropriate experience
4. Finance Director & Chief Financial Officer (Advisor)
5. Human Resources Director (Advisor)
6. Operations Director (Advisor)
7. Other business management advisors by invitation (CIT Associate Directors, Cluster Business managers)

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

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

1. Financial Management of the schools in accordance with the Academy Trust Handbook and academies accounts Direction. Specifically for:
 - a. Delegating responsibility to the Central Improvement Team and Local School Headteacher via the 'Business Management Manual'
 - b. Recommending budgets to the Board for approval

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

Local School Committee Delegations

31. Subject to provisions of these Terms of Reference, the Companies Act 2006, the Articles and to any directions given by the Board, the Local School Committee may exercise such of the powers of the Company as may be specifically delegated to it. Unless and until the Board decides otherwise, it specifically delegates to the Local School Committee the following duties:
 1. Be aware of and promote the Trust's Core Purpose and key features described in section 2.
 2. Taking particular responsibility for ensuring:
 - Student welfare and well-being
 - Staff welfare and well-being
 - Family engagement
 3. To systematically review and survey results related to student well-being, staff well-being and family engagement and ensure continuous improvement.
 4. To hold meetings at times identified in the Trust's Meetings and Arrangements Calendar (MAC) and to an agenda that includes the priorities for reporting that it includes.
 5. To appoint a clerk and make minutes of LSC meetings available to the CIT as soon as practical after meetings.
 6. Be aware of, understand and advocate for the school's progress by understanding:
 - Self Evaluation Form
 - School Improvement Plan

- External Reviews
7. To act for the Board when requested as members of recruitment panels, appeals committees related to staff and student discipline and grievance or in relation to complaints.
 8. Approve and monitor Local School Statutory Policies described in Section 2 Point 10.
 9. Approve and monitor Local School non-statutory Statements/Procedures described Section 2 Point 10.
 10. To propose appointments of Local School Committee members with specific responsibilities as it requires or as directed by the Board.
 11. Advise the Board on any matters that arise related to:
 - The implementation of Trust Statutory Policies
 - The implementation of Trust non-statutory Statements/Procedures
 - Other identified Risks to the Trust
 12. To set up a Register of LSC members' Business Interests and to set up an LSC members' Skills and Experience Matrix.

Audit Committee of the Board Delegations

32. The Audit Committee of the Board will be made up of:
 1. One Director/Trustee assuming the role of Chair
 2. The remaining Directors/Trustees not members of the Business Committee for School Improvement.

33. The role of the Audit Committee is to take delegated responsibility for:
 1. Identifying on a risk-basis (with reference to its risk register) the areas it will review each year, modifying its checks accordingly.
 2. The External Audit function including the appointment process for external advisors as necessary. External Auditors are appointed by the Members on the recommendation of the Audit Committee.
 3. Directing the Trust's programme of internal scrutiny and reporting to the Board on the adequacy of the Trust's financial and other controls and management of risks. The internal scrutiny function must focus on:
 - Evaluating the suitability of, and level of compliance with, financial and other controls. This includes assessing whether procedures are designed effectively and efficiently, and checking transactions to confirm whether agreed procedures have been followed
 - Offering advice and insight to the Board on how to address weaknesses in financial and other controls, acting as a catalyst for improvement, but without diluting management's responsibility for day to day running of the Trust
 - Ensuring all categories of risk are being adequately identified, reported and managed.
 4. Oversight of information submitted to DfE and ESFA that affects funding, including pupil number returns and funding claims (for both revenue and capital grants) completed by the Trust is accurate and in compliance with funding criteria.

Remuneration Committee Delegations

34. The Remuneration Committee of the Board will be made up of:
 1. The Trust Chair.
 2. The Trust CEO (with careful attention to conflicts of interest).
 3. Two Directors/Trustees.

35. The role of the Remuneration Committee of the Board is to take delegated responsibility for:

1. Managing Trust CEO's performance and remuneration.
2. Annually reviewing the Trust's Pay and Conditions Protocol and capacity to maintain it.
3. 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.
4. Managing the remuneration of higher paid staff and employed Director/Trustees.
 - a. Headteachers and Heads of School in Trust Local Schools
 - b. The Trust's Executive Leadership Team
 - c. Employed Directors/Trustees of the Trust

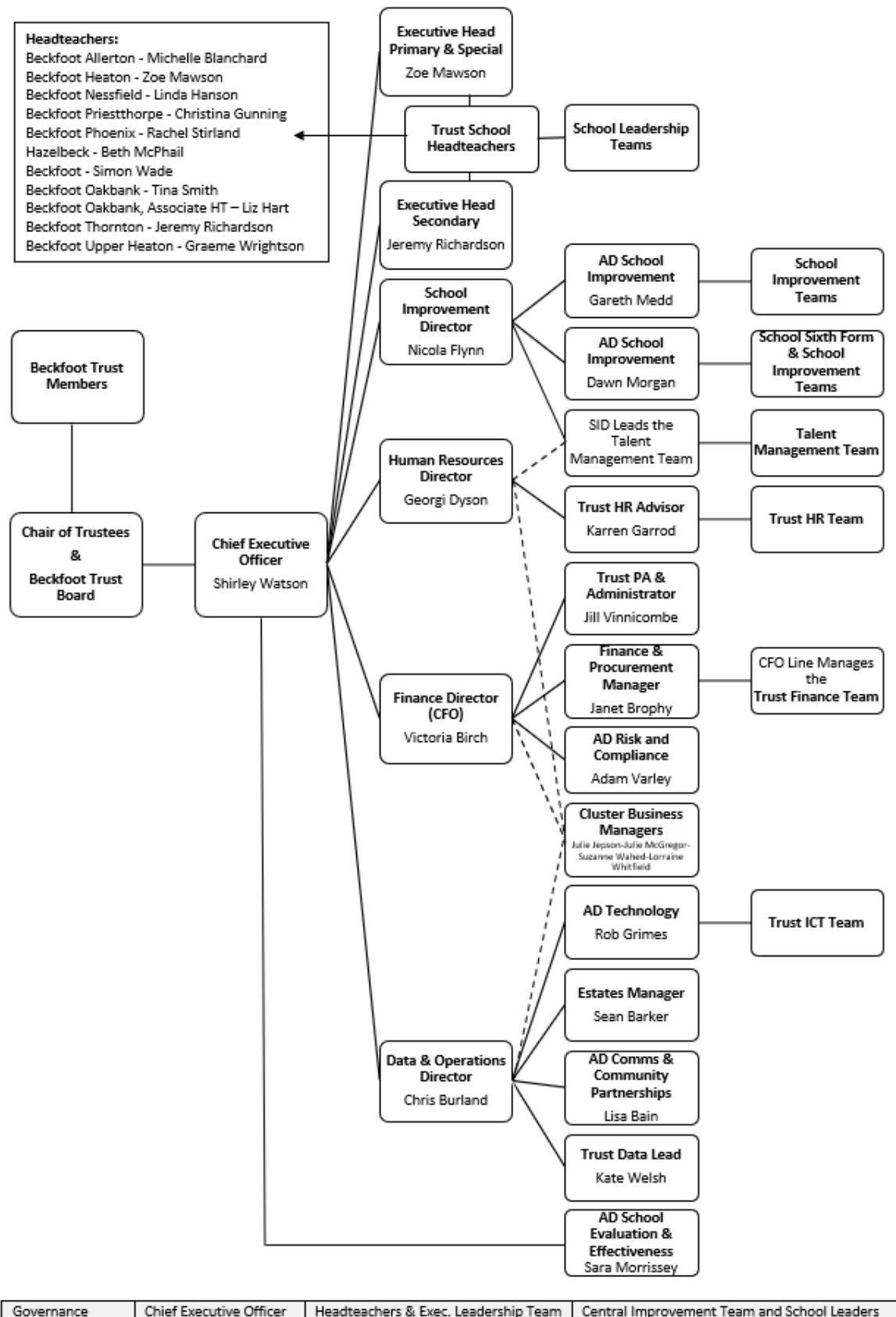
36. The Remuneration Committee ensures its decisions about levels of executive pay (including salary and any other benefits) follow a robust evidence-based process and are a reasonable and defensible reflection of the individual's role and responsibilities. No individual can be involved in deciding their remuneration.

Ad Hoc Committees – For example Appeals

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

8 Specific Delegated Authority to Individual Staff

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



The following roles are described for clarification:

Chief Executive Officer (Accounting Officer)

41. The Chief Executive Officer will work closely alongside the CIT to support and challenge Headteachers to fulfil the Trust Core Purpose. They will ensure that Beckfoot Trust is recognised both locally and nationally, as an example of best MAT practice. Subject to the statements and directions of the Board, the CEO shall be responsible for:
1. Responsible for all aspects of the performance of the Trust and accountable to Directors/Trustees, Members, RSC, ESFA and the DfE.
 2. Responsibility for the co-ordination and implementation of the Creating Remarkable Schools Vision document, Trust Contract, the Corporate Strategy, Scheme of Delegation, Business Management Manual and all other Trust strategic documentation.
 3. Oversee the management of the Meetings and Arrangements Calendar
 4. Line Management of Executive Leadership Team and close working relationship with Headteachers.
 5. To support and to hold accountable Trust HTs for the performance of their schools.
 6. To ensure the genuine benefits of being in a collaborative Trust (benefits and economies of scale) are realised. To ensure ambitions for learners and staff are realized through strong aligned practice and collective efficacy.
 7. Chairs Trust HT Strategic Steering Group
 8. Oversees preparation of governance reports, update of Trust Risk Register, evaluation of KPIs and other supporting data and scrutiny of HT Self Evaluation RAG.
 9. Prepares reports alongside COO/ADSI for Directors/Trustees and Members, including regular update of Trust Risk Register.
 10. Promotes the Trust and seeks out partnerships with other Trusts and agencies who may support development of the Trust.
 11. Director/Trustee.

Executive Headteachers

42. Executive Headteachers (Primary and Secondary), in addition to leading their own Trust school, will oversee:
1. The appraisal and line management of other Headteachers within their phase. (Special school HTs are linked to primary phase).
 2. Ensure headteachers work together to co-ordinate alignment around learner and staff strategic ambitions.
 3. Provide mentoring support and critical friendship
 4. Work alongside the HT in monitoring judgements made by the HT for the HT Self Evaluation RAG and progress towards completion of 'the 3 Year Strategic Vision' (which is presented to Trustees by the HT annually).
 5. Be the link to the Executive Leadership Team.
 6. The Executive Headteacher will be a member of the Trust Executive Leadership Team and are line managed by the CEO.

Local School Headteacher

43. The Headteacher will work closely alongside the Executive Headteacher and CEO to fulfil the Trust Core Purpose. They will ensure that Beckfoot Trust is recognised both locally and nationally, as an example of best MAT practice. Subject to the statements and directions of the Board, the Headteacher shall be responsible for:
1. The leadership and management of the Local School in accordance with the delegated authority defined in the Trust Contract, Scheme of Delegation and the Business Management Manual.
 2. To be responsible for the performance of the school, its culture and the welfare of pupils and staff.
 3. To be a passionate advocate for the Trust Vision and Values, our ambitions for learners and staff, and demonstrate an absolute commitment to aligned practice and collective efficacy.
 4. 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.
 5. To update the School Self Evaluation Risk Register termly for Board reports.
 6. To lead the school through all external reviews and inspections and prepare paperwork for termly Team Around the school meetings.
 7. 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.
 8. Co-ordinate the leadership of the Local School Committee.
 9. Communicate effectively with pupils, staff, parents, carers and community.
 10. To lead recruitment and retention strategies and ensure they are aligned to Trust expectations.
 11. To monitor, evaluate, analyse and review the effectiveness of the school's policies, practices and priorities, including Health and Safety, Safeguarding and British Values.
 12. Attend Trust HT Steering Group and Trust Education Committee on request. Attend Board meetings at invitation.
 13. Line Managed by the Executive Headteacher and accountable to the CEO for the performance of the school.

School Improvement Director

44. The School Improvement Director will work closely alongside the CEO to support and challenge Headteachers to fulfil the Trust Core Purpose. They will ensure that Beckfoot Trust is recognised both locally and nationally, as an example of best MAT practice. Subject to the statements and directions of the Board, the School Improvement Director shall be responsible for:
1. Bespoke support and challenge proportionate to risk as signposted through the Trust School RAG and Trust Contract
 2. Collaborative Network and Project leadership
 3. Compliance including Safeguarding.
 4. Talent Management
 5. Review of academic progress and other indicators linked to Trust assessment KPIs
 6. Member of the Executive leadership Team and LM by CEO.
 7. Attend Education Committee meetings.

Human Resources Director

45. The Human Resources Director is responsible for the HR strategy for the Trust. Responsible for the HR Lifecycle: Brand Attraction – Recruitment – Onboarding – Development – Retention – Exit – Advocacy. They lead a centrally Managed Trust wide HR provision. Subject to the statements and directions of the Board, the Human Resources Director shall be responsible for:

1. Deliver centrally managed HR services including HR Technical advisory service, case work support.
2. Responsible for a central recruitment strategy process that ensures the Trust presents itself as a market leading organisation, providing an inclusive end to end process.
3. Working with the SID and TMT to deliver and monitor effectiveness of the Trusts strategic development framework including the implementation of a Professional Development policy (Appraisal), to act as gatekeeper for succession planning framework to identify current and future talent and to develop a blended PD offer.
4. Managing out-sourced service providers: Payroll and pension Liaison services, HR Legal Services, Central HR software (Civica), Occupational Health Services
5. Working in partnership with recognised professional associations and Unions on collective bargaining (JCNC) and individual case work
6. Maintaining standards of conduct and resilience to maximise the capacity of the staffing structure
7. Ensuring compliance with employment and other people related legislation including GDPR
8. Statutory reporting obligations including: Office of National Statistics, DfE returns, National Annual Apprenticeship return and Gender Pay Gap reports.
9. Co-ordinating the Trust HR User Group, Workload and Wellbeing, Trust Mental Health First Aid Team, Other groups as necessary.
10. For all aspects of responsibility, to shape policy, define metrics and review impact.
11. To prepare relevant reports identified within the MAC.
12. Attends Trust Business Cttee (and Education Cttee when invited).
13. Member of Executive Leadership team and LM of Trust HR Advisory team
14. LM by CEO

Finance Director (Chief Financial Officer)

46. The Finance Director (CFO) oversees both the Finance and Governance strategy for the Trust. Subject to the statements and directions of the Board, the Finance Director shall be responsible for:

Finance:

1. Overseeing the financial planning and analysis cycle for the Trust.
2. Ensuring effective financial management and controls are in place across the Trust and are constantly being developed and maintained.
3. That Headteachers are supported to take responsible financial management of their schools.
4. Facilitation of financial collaboration between schools to maximise economies of scale.
5. Supporting Trust procurement
6. Managing cash balances and growing Trust income
7. Managing financial reserves including the capital reserve position
8. Identifying areas of risk and mitigating the financial risk
9. Coordination of the Trust Finance User group.

Governance:

The Trust operates a model of single governance. Key elements of the role include.

1. Supporting the executive/ non executive relationship between the CEO and Chair of Trustees.
2. Overseeing the management of key written documents including Board Reports, the Scheme of Delegation, Corporate Strategy, Business Management Manual.
3. Organising the Annual cycle of meetings and clerking arrangements (Trust Board, Education Cttee, Business Cttee, Audit Cttee, Members Meetings).
4. Organising the Meetings and arrangements Calendar (MAC)
5. LM: AD Risk and Compliance, Finance and Procurement Manager
6. Member of ELT, LM by CEO.
7. Work closely with the CEO and School Improvement Director to ensure school curriculum and leadership structures are cost efficient.
8. Lead the Trust's central administrative team
9. Attend Business Committee meetings.

Data and Operations Director

47. The Data and Operations Director oversees the strategic and operational management of Data, Estates, Technology and Communications and External Relations. Subject to the statements and directions of the Board, the Data and Operations Director shall be responsible for:
The core purpose of the role is to secure the operational effectiveness of services and facilities that support schools ensuring they can deliver and sustain educational excellence. They ensure key staff effectively deliver on key operational priorities, and development and implementation of the strategies listed below. They support the work of User groups for Data, Estates, Communications and Technology.

Responsibility for:

1. Communications Strategy
2. Data Strategy
3. Digital Strategy
4. Environmental Strategy
5. Estates Strategy
6. External Community Relations Strategy
7. Parental Involvement Strategy
8. For all aspects of responsibility, to shape policy, define metrics and review impact.
9. Member of the Executive leadership Team and LM by CEO.
10. Attend Business Committee meetings.

48. Not used

Headteacher Steering Group

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

Headteachers will be asked to act in an advocacy role for the development across the Trust of key strategic themes identified within the School Improvement Toolkit.

Other Staff

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

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

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

51. No person shall be qualified to be a Director/Trustee or LSC Member unless he or she is aged 18 or over at the date of his or her election or appointment. No current student/pupil of the Local school shall be an LSC member.
52. Director/Trustee or LSC Member shall cease to hold office if he or she:
- Becomes incapable by reason of mental disorder, illness or injury of managing or administering his or her own affairs;
 - Is absent without the permission of the LSC members from all their meetings held within a period of six months and the Board resolve that this office be vacated.
 - Is disqualified from acting as a trustee by virtue of section 72 of the Charities Act 1993 (or any statutory re-enactment or modification of that provision).
 - Acts or seeks to act against the Trust in any legal matter.
53. A person shall be disqualified from holding or continuing to hold office if:
- His or her estate has been sequestrated and the sequestration has not been discharged, annulled or reduced;
 - He or she is the subject of a bankruptcy restrictions order or an interim order.
 - He or she has been removed from the office of charity trustee or trustee for a charity by an order made by the Charity Commission or the High Court on the grounds of any misconduct or mismanagement in the administration of the charity for which he or she was responsible or to which he or she was privy, or which he or she by his or her conduct contributed to or facilitated.
 - He or she is included in the list of teachers and workers with children or young persons whose employment is prohibited or restricted under section 1 of the Protection of Children Act 1999; or
 - He or she is Disqualified from working with children under section 35 of the Criminal Justice and Court Services Act 2000.
 - He or she is a person in respect of whom a direction has been made under section 142 of the Education Act 2002.
 - He or she has, at any time, been convicted of any criminal offence, including any that have been spent under the Rehabilitation of Offenders Act 1974 as amended, but excluding any

offence for which the maximum sentence is a fine or a lesser sentence except where a person has been convicted of any offence which falls under section 72 of the Charities Act 1993.

- He or she has not provided to the Chair of the Board a criminal record certificate at an enhanced disclosure level under the Safeguarding Vulnerable Groups Act 2006 as amended by the Protection of Freedoms Act 2012 . In the event that the certificate discloses any information which would in the opinion of the Chair of the Board confirm their unsuitability to work with children that person shall be disqualified. If a dispute arises as to whether a person shall be disqualified, a referral shall be made to the Secretary of State to determine the matter. The determination of the Secretary of State shall be final.

54. Where a person becomes disqualified from holding, or continuing to hold office he or she, shall upon becoming so disqualified, give written notice of that fact to the Clerk.

Conflicts of Interest

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

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

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

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

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

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

Composition of the Board

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

Composition of a Committee of the Board

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

Term of Office Directors/Trustees

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

Chairs and Vice Chairs

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

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

Meetings of the of the Board and Committees

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

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

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

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

Quorum

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

66. No meeting of a Board Committee may be held unless at least three Directors/Trustees are present or two Directors/trustees and one co-opted member of the LSC or other appropriately qualified person throughout the meeting. In all cases Directors/Trustees must form a majority of the Committee. If the number of Director/Trustees assembled for a meeting of the Committee

does not constitute a quorum or if in the course of a meeting of the Committee the number ceases to constitute a quorum, the meeting shall be terminated forthwith or will continue as a discussion forum with no decision making authority.

Proceedings of the Board and Committee Meetings

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

Minutes and Publications

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

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

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

Board Decisions by Email/post

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

Amendments to these Terms of Reference

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

11 Terms of Reference Local School Committee

74. Any delegation of powers by the Board under this document shall be made subject to any conditions the Board may impose, and may be revoked or altered by it. The functions, meetings and proceedings of the Local School Committee shall be subject to regulations (if any) made by the Board from time to time.
75. The members of Local School Committees are not and nothing within this document is intended to make them company directors or charity trustees.
76. Each LSC member shall act in the best interests of the Local School at all times. Each LSC member, upon his or her appointment, will uphold the objects of the Company as set out in the Articles of Association and all policies and procedures established by the Board from time to time.
77. In the event of any dispute between the Local School Committee and the Board and after the Board has considered the views of the Local School Committee, the decision of the Board shall be final.

Composition of the Local School Committee

78. The membership of the Local School Committee shall be determined in accordance with the following provisions:-
The total membership shall not be more than 9.
The membership shall comprise:
- a) the Headteacher;
 - b) 1 Staff member;
 - c) 1 link Director/Trustee member of the Board;
 - d) up to 6 members appointed by the Board
- Observers may also attend with the agreement of the Headteacher and local School Committee Chair.
79. The Local School Committee may continue to act notwithstanding a temporary vacancy in its composition.
80. Elections for the post of LSC Staff member shall be held when required by consultation with members of staff of the Local School (either teaching or non-teaching staff) on the date of the election. Any candidate must be a member of staff of the Local School at the date of the election and, if elected, throughout his or her term of office.
- In the event that there is one or no candidates for the role, the Board will decide how best to fill the vacancies.
81. The Board may make such rules concerning the administration of an election held as it shall see fit from time to time. The decision of the Board in relation to any disputed matter concerning such an election shall be final.

Resignation and Removal

82. An LSC member may at any time resign his or her office by giving notice in writing to the Clerk to the Committee
83. A headteacher or LSC Staff member shall cease to hold office if and as soon as he or she ceases to be a member of staff at the Local School, whether or not their term of office has expired.
84. The Board may terminate the appointment of any LSC member whose presence or conduct is deemed by the Board not to be in the best interests of the Company or the Local School.

Term of Office

85. Any LSC member shall hold and vacate office in accordance with the terms of his or her appointment but (except in the case of the Headteacher) the length of his or her term of office shall not exceed five years. LSC Staff members shall hold office for five years.
86. LSC members (other than Staff members) retiring at the end of their term of office shall be eligible for re-appointment at the discretion of the Local School Committee. LSC Staff members may be re-elected for one further term only.

Chair

87. The Chair and Vice Chair of the Local School Committee will be appointed by the members of the Local School Committee every year for a 1 year term.
88. If both the Chair and the Vice Chair are absent from any meeting of the Local School Committee, those LSC members present shall appoint one of their number to Chair the meeting.

Meetings of the Local School Committee

89. The Local School Committee shall meet at least four times in every academic year and shall hold such other meetings as may be necessary. Policy approval and Committee Control documentation will be completed with other agenda items at meeting 1 in each academic year.
90. All meetings shall be convened by the Clerk, who shall send to the LSC members written notice of the meeting and a copy of the agenda (and any relevant papers) at least seven clear days in advance of the meeting.
91. A meeting of the Local School Committee shall be called by the Clerk whenever requested by the Chair or at the request in writing of any three LSC members. Where there are matters demanding urgent consideration, the Chair or, in his or her absence, the Vice Chair may waive the need for seven days' notice of the meeting and substitute such notice as he or she thinks fit.
92. The convening of a meeting and the proceedings conducted shall not be invalidated by reason of any individual not having received written notice of the meeting or a copy of the agenda.

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

Quorum

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

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

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

Proceedings of Meetings

97. Every question to be decided at a meeting of the Local School Committee shall be determined by a majority of the votes of the LSC members present and voting on the question. Every LSC member shall have one vote. Where there is an equal division of votes the Chair of the meeting shall have a second or casting vote. An LSC member may not vote by proxy.

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

99. Any LSC member who is also an employee of the Company or an LSC Staff member shall withdraw from that part of any meeting of the Local School Committee at which any recommendation to the Board as to his or her remuneration, conditions of service, promotion, conduct, suspension, dismissal or retirement are to be considered.

100. A resolution in writing, signed by all the LSC members, shall be valid and effective as if it had been passed at a meeting of the Local School Committee duly convened and held. Such a resolution may consist of several documents in the same form, each signed by one or more of the LSC members.

101. Any LSC member shall be able to participate in meetings of the Local School Committee by telephone or video conference provided that he or she has given reasonable notice to the Clerk and that the Committee has access to the appropriate equipment.

Minutes and Publication

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

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

Amendment to these Terms of Reference

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