

Vyners School Local Governing Body Terms of Reference 2017/2018

Adopted by resolution of the Board on 12th July 2017

1. INTRODUCTION

1.1 Vyners Learning Trust (the “**Trust**”) is governed by a Board of Directors (the “**Directors**”) who are accountable to the Department for Education and have overall responsibility and ultimate decision making authority for all the work of the Trust, including the establishing and running of the academies operated by the Trust.

1.2 The following academies are currently operated by the Trust:

Vyners School

Ryefield School

(each one the “**Academy**” or collectively the “**Academies**”).

1.3 In order to assist with the discharge of their responsibilities, the Directors have established a Local Governing Body (“**LGB**”) for each of the Academies. The LGB shall be a committee established pursuant to Articles 100 to 104 (inclusive) of the Articles of Association of the Trust (the “**Articles**”).

1.4 The Directors may review these terms of reference at any time but shall review them at least annually.

1.5 These terms of reference may only be amended by the Board of Directors.

2. CONSTITUTION OF THE LOCAL GOVERNING BODY (LGB)

- 2.1 Members of the LGB shall be known as “Governors”.
- 2.2 The Directors have the right to appoint such persons to the LGB as they shall determine from time to time
- 2.3 Subject to clause 2.2, the composition of the LGB for Vyners School shall be as follows:
 - 2.3.1 the Headteacher of Vyners School (appointed ex officio);
 - 2.3.2 up to 2 Staff Governors;
 - 2.3.3 up to 4 Parent Governors;
 - 2.3.4 up to 4 Community Governors;
 - 2.3.5 up to 3 Partnership Governors;
 - 2.3.6 the Responsible Officer for the Vyners Learning Trust who shall be appointed and/or removed by the Directors only as an independent governor.
- 2.4 The procedure for the appointment and the removal of Governors shall be as set out in paragraph 6 below.

3. PROCEEDINGS OF THE LGB

The proceedings for meetings of the LGB shall be as set out in paragraphs 19-24 below.

4. RELATIONSHIP BETWEEN THE BOARD AND LGB

- 4.1 The LGB shall in carrying out its role:
 - 4.1.1 uphold, support and promote the vision and values of the Trust;
 - 4.1.2 promote high standards and aim to ensure that students are attending a successful school which provides them with a good education and supports their well-being;

- 4.1.3 be responsible to the Directors for its actions and follow the expectations of Governors as laid down by the Directors;
 - 4.1.4 aim to establish that it is competent, accountable, independent and diverse that it promotes best practice in governance;
 - 4.1.5 aim to ensure that its Governors promote and uphold high standards of conduct, probity and ethics;
- 4.2 The Directors shall support the work of the LGB by:
- 4.2.1 setting a clear strategic vision to allow the LGB to set and achieve its own aims and objectives within such vision;
 - 4.2.2 ensuring that systems are put in place to allow the Governors to be presented with timely and good data to allow the LGB to analyse Academy performance in order to support and challenge the Headteacher and the senior leadership team of Vyners School; and
 - 4.2.3 ensuring that Governors have access to high quality training and induction.
- 4.3 Without prejudice to the Directors' other rights to remove any Governor and the Directors rights to amend these terms of reference at any time, where the Directors have concerns about the performance of an LGB they may amongst other actions:
- 4.3.1 require the LGB to adopt and comply with a governance action plan in such form as determined by the Directors;
 - 4.3.2 suspend or remove any or all of the matters delegated to the LGB;
 - 4.3.3 suspend or remove any or all of the Governors of the relevant LGB;
- 4.4 The Directors may require a governance action where:
- 4.4.1 the Academy has a deficit budget (both revenue and capital) in excess of £50,000;
 - 4.4.2 the Academy has been rated by Ofsted as 'Requiring Improvement' or 'Inadequate'
 - 4.4.3 there has been a serious breach of Trust policies
- 4.5 The Directors may vary the matters delegated where:

- 4.5.1 the LGB acts outside its delegated powers and limitations;
 - 4.5.2 the LGB is in breach of these terms of reference;
 - 4.5.3 there has been a serious breach of Trust policies
- 4.6 The Directors may remove / replace Governors where:
- 4.6.1 the Academy is in material breach of its funding arrangements;
 - 4.6.2 the LGB is in material breach of these terms of reference or has persistently breached these terms of reference;
 - 4.6.3 An individual Governor has failed to meet the standards of honesty, integrity and objectivity required of their office.
- 4.7 The circumstances listed in paragraphs 4.4, 4.5 and 4.6 are illustrative only and shall not limit the rights of the Directors to suspend or remove any or all of the matters delegated to the LGB.

5 DELEGATED POWERS

General principles

- 5.1 In the exercise of its delegated powers and functions, the Governors of the LGB shall:
- 5.1.1 ensure that the Academy is conducted in accordance with the objects of the Trust, the terms of any trust or lease governing the use of the land which is used for the purposes of the Academy, any agreement entered into with the Secretary of State for the funding of the Academy and these terms of reference;
 - 5.1.2 promptly implement and comply with any Trust policies or procedures communicated to the LGB by the Directors from time to time;
 - 5.1.3 review its own local policies and practices on a regular basis and in view of any advice or recommendations made by the Directors;
 - 5.1.4 work closely with the Directors and act with integrity, objectivity and honesty in the best interests of the Trust and the Academy;
 - 5.1.5 be open about decisions and be prepared to justify those decisions;
 - 5.1.6 keep confidential all information of a confidential nature obtained by them relating to the Academy and the Trust; and

- 5.1.7 hold the Headteacher to account for the educational performance of the school and its pupils, and the performance management of staff
- 5.1.8 adopt financial prudence in managing the financial affairs of the Trust in so far as these relate to the Academy and are delegated to them.
- 5.2 Each Governor shall be required to take part in regular self-review and is accountable for meeting his/her own training and development needs. It is a Governor's responsibility to consider if, and raise any concerns where, he/she feels that appropriate training and development is not being provided.
- 5.3 Governors shall be expected to report to the Trust against any KPIs which have been set for the Academy and provide such data and information regarding the business of the Academy and the students attending the Academy as the Directors may require from time to time.
- 5.4 Annex 1 sets out the scheme of delegation prescribing which powers are retained by the Trust and which powers are delegated from the Directors to the LGBs.
- 5.5 For the avoidance of doubt, where a power is not expressly delegated to the Headteacher or LGB, it will be deemed to have been retained by the Trust regardless of whether it is specified in Annex 1.
- 5.6 Annex 1 may be reviewed by the Directors at any time but shall be reviewed at least annually. Directors reserve the right to remove or alter any delegation at any time, whilst having due regard to, but not being bound by, the views of the LGB.
- 5.7 The LGB shall conduct an annual self-review of their performance and to report their findings to the Directors. As a minimum the self-review will be in line with the National Governors Association guidelines.
- 5.8 The Clerk to the Governors shall maintain a record of Governors' attendance at meetings and shall report on such attendance annually.
- 5.9 Notwithstanding the application of any provision of these terms of reference, if the Chair of the LGB or the Vice Chair, is of the opinion that a matter of urgency exists and a delay in exercising the function would likely be seriously detrimental to the interests of the individual Academy, any student or their parent or a person who works at the Academy, then they may exercise any function of the LGB which can be

delegated to an individual or any function relating to the exclusion of pupils after consultation with the Head Teacher.

6 PROCEDURE FOR THE APPOINTMENT AND REMOVAL OF GOVERNORS

Staff Governors

- 6.1 All arrangements for the calling and the conduct of the election and resolution of questions as to whether any person is an eligible candidate shall be agreed in advance by the Directors. The Directors will delegate the running of the election to the LGB.
- 6.2 The LGB shall invite nominations from all staff of the school employed under a contract of employment and, where there are any contested posts, shall hold an election by a secret ballot.
- 6.3 The LGB will report the outcome of the election, including the number of votes cast, to the Directors, who will then appoint the required number of Staff Governors.
- 6.4 Where an election is unopposed, the Directors will be informed of the nominations received and may proceed to appoint the required number of Staff Governors.

Parent Governors

- 6.4 Parent Governors of the LGB shall be elected by parents or registered carers of registered students at the Academy. He or she must be a parent of, or have parental responsibility for, a student at the Academy at the time when he or she is elected.
- 6.5 All arrangements for the calling and the conduct of the election and resolution of questions as to whether any person is an eligible candidate shall be agreed in advance by the Directors. The Directors will delegate the running of the election to the LGB.
- 6.6 Where a vacancy for a Parent Governor is required to be filled by election, the LGB shall take such steps as are reasonably practical to secure that every person who is known to them to be a parent or registered carer of a registered student at the Academy is informed of the vacancy and that it is required to be filled by election, informed that he/she is entitled to stand as a candidate, and vote at the election, and given an opportunity to do so.

- 6.7 Any election of persons who are to be the Parent Governors which is contested shall be held by secret ballot. The arrangements made for the election of the Parent Governors shall provide for every person who is entitled to vote in the election to have an opportunity to do so by post or, if he/she prefers, by having his ballot paper returned to the Academy by a registered student at the Academy.
- 6.8 The LGB will report the outcome of the election, including the number of votes cast, to the Directors, who may then proceed to appoint the required number of parent Governors.
- 6.9 Where the number of parents or registered carers standing for election is less than the number of vacancies, the Directors may appoint a person who is the parent or registered carer of a registered student at the Academy or, where it is not reasonably practical to do so, a person who is the parent or registered carer of a registered student of another Academy run by the Trust.

Community Governors

- 6.10 The Directors will appoint Community Governors to the LGB. They must be:
- a) a person who lives or works in the community served by the Academy; or
 - b) a person who, in the opinion of the Directors, is committed to the government and success of the Academy.
- 6.10 The Directors may not appoint an employee of the Trust as a Community Governor if the number of Governors who are employed by the Trust, including the Headteacher, would exceed one third of the total number of Governors.

Partnership Governors

- 6.11. The Directors will appoint Partnership Governors to the LGB. The LGB may invite nominations from parents or registered carers of registered students at the Academy and others in the community before recommending to Directors the appointment of a Partnership Governor, provided that a person who is appointed as a Partnership Governor is not:
- a) A parent or registered carer of a registered student at the school
 - b) An employee of the Trust
 - c) An elected member of the Local Authority

- d) An individual employed by the Local Authority in connection with education functions.

Co-opted Governors

6.12 The Directors may, from time to time, appoint co-opted Governors to the LGB up to a maximum of 3 co-opted Governors. He or she must be:

- a) a person who lives or works in the community served by the Academy; or
- b) a person who, in the opinion of the Directors, has the necessary skills set and is committed to the government and success of the Academy.

6.13 The Directors may not appoint an employee of the Trust as a co-opted Governor.

6.14 Where a Co-opted Governor is appointed, the Directors will specify a clear term of office for the appointment up to a maximum of 4 years.

General Principles

6.15 Where a Governor has been appointed by the LGB, but not yet approved by the Board of Directors they shall, until the first meeting of the Board of Directors, be considered as full Governors.

7. TERMS OF OFFICE FOR GOVERNORS

7.1 The term of office for any Governor shall be 4 years, save for the Headteacher of Vyners School who shall remain a Governor until he / she ceases to work at the Academy.

7.2 Subject to remaining eligible to be a particular type of Governor, any person may be re-appointed or re-elected to the LGB.

8. GOVERNOR RESIGNATION AND REMOVAL

8.1 A person serving on the LGB shall cease to hold office if:

- a) Their term of office expires
- b) they resigns their office by giving notice in writing to the Clerk of the LGB;
- c) the Headteacher or Staff Governor ceases to work at the Academy;
- d) the Directors terminate the appointment of a Governor whose presence or conduct is deemed by the Directors, at their sole discretion, not to be in the

best interests of the Trust or the Academy.

- 8.2 For the avoidance of doubt, a Parent Governor shall not automatically cease to hold office solely by reason of their child ceasing to be a student at the Academy.
- 8.3 The LGB may pass a resolution recommending to the Directors the removal of a Co-opted, Community or Partnership Governor.
- 8.4 It shall be the responsibility of the Chair of the LGB to inform the Directors when a vacancy becomes available on the LGB.

9 DISQUALIFICATION OF GOVERNORS OF THE LGB

- 9.1 A person shall be disqualified from serving on the LGB if he/she would not be able to serve as a Director in accordance with Articles 68-80 of the Articles.
- 9.2 Para 9.1 shall also apply to any member of any committee of the Governors who is not a Governor.

10. APPOINTMENT OF CLERK TO THE LGB

Subject to the overarching terms and conditions of employment operated by the Trust, The LGB may appoint a Clerk for such term, at such remuneration and upon such conditions as they may think fit and any Clerk so appointed may be removed by them. The Clerk shall not be a Governor or the Headteacher. Notwithstanding this paragraph, the Governors may, where the Clerk fails to attend a meeting, appoint any one of their number or any other person to act as Clerk for the purposes of that meeting.

11. APPOINTMENT AND REMOVAL OF CHAIR AND VICE CHAIR

- 11.1 The LGB shall vote for a Chair and Vice Chair of the LGB. A Governor who is employed by the Trust shall not be eligible for election as Chair or Vice-chair.
- 11.2 The election of the Chair and Vice-Chair shall occur at the first meeting of the relevant educational year.
- 11.3 The appointments of the Chair and Vice-Chair will be subject to the approval of the Directors.
- 11.4 The term of office of the Chair and Vice Chair shall be 2 years. Subject to remaining eligible to be a Governor, any Governor may be re-appointed as Chair or Vice Chair of the LGB.
- 11.5 Subject to re-election, the maximum term of continuous office for the Chair and Vice-Chair shall be 4 years.
- 11.6 The Chair and Vice Chair may at any time resign their office by giving notice in writing to the Directors. The Chair or Vice Chair shall cease to hold office if:
- a) they cease to serve on the LGB;
 - b) he/she is employed by the Trust whether or not at the Academy; or
 - c) in the case of the Vice Chair, he/she is appointed to fill a vacancy in the office of the Chair.
- 11.7 Where, by reason of any of the matters referred to in para 11.6 above, a vacancy arises in the office of Chair, the Governors shall, at their next meeting, elect one of their number to fill the vacancy.
- 11.8 Where the Chair is absent from any meeting or there is at the time a vacancy in the office of the Chair, the Vice Chair shall act as the chair for the purposes of the meeting. Where the Vice Chair is also absent from the meeting or there is at the time a vacancy in the office of Vice Chair, the Governors of the LGB shall elect one of their number to act as chair for the purposes of that meeting.
- 11.9 The Clerk to the LGB shall act as Chair during the part of any meeting at which a Chair is elected.
- 11.10 An election of Chair or Vice-chair which is contested shall be held by secret ballot.
- 11.11 Where a Chair or Vice-Chair has been appointed by the LGB but not yet approved by

the Board of Directors they shall, until the first meeting of the Board of Directors, be considered as full Governors.

11.12 The LGB may remove the Chair or Vice Chair from Office by passing a resolution. Such a resolution shall not have effect unless:

- a) It is confirmed by a resolution passed at a second meeting, held not less than 14 days after the first meeting; and
- b) The matter of the Chair or Vice-chairs removal from office is specified as an item of business on the agenda for each of those meetings

11.13 Before the LGB resolve on whether to confirm the resolution to remove a Chair or Vice-chair from office, the Governor(s) proposing the removal shall, at that meeting, state their reasons for doing so and the Chair or Vice-chair shall be given an opportunity to make a statement in response.

11.14 Where a Chair has either resigned or been removed from office, the Clerk to the LGB will notify the Company Secretary of the action within two working days of the decision having been made.

11.15 Notwithstanding articles 10.1 and 10.2, the Directors reserve the right to reject the election of a Chair or Vice-Chair primarily but not exclusively if the Directors believe the individual is in breach of article 4.1, and may either:

- a) Ask the LGB to hold another election for Chair or Vice-Chair; or
- b) Directly appoint a Chair or Vice-Chair to the LGB themselves

12 POWERS OF GOVERNORS

12.1 Subject to provisions of the Companies Act 2006, the Articles and the Scheme of Delegation at Annex 1, the business of Vyners School shall be managed by the LGB.

12.2 The LGB shall, within the funds delegated to them by Directors, have the power to expend the funds of the School in such manner as they shall consider most beneficial for the achievement of the Objects.

12.3 The LGB must seek Director approval to invest any part of the funds allocated to them and to subsequently direct the sale or transposition of any such investments and to expend the proceeds of any such sale in furtherance of the Object.

12.4 The LGB may enter into contracts on behalf of the Trust, subject to the limits set out

in the Scheme of Delegation.

- 12.5 In the exercise of their powers and functions, the LGB may consider any advice given by the Headteacher and any other executive officer.

13 CONFLICTS OF INTEREST

- 13.1 Any Governor who has or can have any direct or indirect duty or personal interest (including but not limited to any Personal Financial Interest) which conflicts or may conflict with his duties as a Governor shall disclose that fact to the Governors as soon as he becomes aware of it. A Governor must absent himself from any discussions of the Governors in which it is possible that a conflict will arise between his/her duty to act solely in the interests of the Academy Trust and any duty or personal interest (including but not limited to any Personal Financial Interest).

- 13.2 For the purpose of Para 13.1, a Governor has a Personal Financial Interest in the employment or remuneration of, or the provision of any other benefit to, that Governor as permitted by and as defined by Articles 6.5-6.9

14 LGB COMMITTEES

- 14.1 Subject to the prior agreement of the Directors, the LGB may establish subcommittees who may include individuals who are not members of the LGB, provided that such individuals are in a minority. The Governors may determine that some or all of the members of a committee who are not Governors shall be entitled to vote in any proceedings of the committee. No vote on any matter shall be taken at a meeting of a committee of the Governors unless the majority of members of the committee present are Governors.
- 14.2 The LGB may delegate to a subcommittee or any person serving on the LGB, subcommittee, the Headteacher or any other holder of an executive office, such of their powers or functions as they consider desirable. Any such delegation may be made subject to any conditions either the Directors or the LGB may impose and may be revoked or altered. The person or subcommittee shall report to the LGB in respect of any action taken or decision made with respect to the exercise of that power or function at the meeting of the LGB immediately following the taking of the action or the making of the decision.
- 14.3 The establishment, terms of reference, constitution and membership of any committee of the Governors shall be reviewed at least once in every twelve months.

15. MEETINGS OF THE LGB

- 15.1 The LGB shall meet at least once in every term and shall hold such other meetings as may be necessary.
- 15.2 Meetings of the LGB shall be convened by the Clerk to the LGB, who shall send the Governors written notice of the meeting and a copy of the agenda at least seven clear days in advance of the meeting. Where there are matters demanding urgent consideration, the Chair or, in his/her absence, the Vice-Chair, may waive the need for seven days' notice of the meeting and substitute such notice as he thinks fit.
- 15.3 Any Governor shall be able to participate in meetings of the Governors by telephone or video conference provided that he has given reasonable notice to the Clerk of the LGB and that the Governors have access to the appropriate equipment.
- 15.4 The convening of a meeting and the proceedings conducted thereat shall not be invalidated by reason of any individual not having received written notice of the meeting or a copy of the agenda thereof or any defect in the election, appointment or

nomination of any person serving on the LGB.

- 15.5. Any three Governors may, by notice in writing given to the Clerk, call a meeting of the LGB and it shall be the duty of the Clerk to convene such a meeting as soon as is reasonably practicable.

16. LGB QUORUM

- 16.1 Subject to paragraph 16.3 below, the quorum for a meeting of the full LGB, and any vote on any matter at such a meeting, shall be at least 51% of the Governors of the LGB.
- 16.2 The quorum for a meeting of a subcommittee of the LGB, and any vote on any matter at such a meeting, shall be any three of the Governors of the LGB at the date of the meeting.
- 16.3. The quorum for the purposes of:
- (a) any vote on the removal of a Governor; and
 - (b) any vote on the removal of the Chair of the Governors
- shall be any two-thirds (rounded up to a whole number) of the persons who are at the time Governors entitled to vote on those respective matters.

17. Termination of Meetings

- 17.1 A meeting of the Governors shall be terminated forthwith if:
- a) the Governors so resolve; or
 - b) the number of Governors present ceases to constitute a quorum for a meeting of the Governors in accordance with paragraphs 16.1 and 16.2 above.
- 17.2. Where in accordance with Paragraph 17.1 a meeting is not held or is terminated before all the matters specified as items of business on the agenda for the meeting have been disposed of, a further meeting shall be convened by the Clerk as soon as is reasonably practicable, but in any event within seven days of the date on which the meeting was originally to be held or was so terminated.
- 17.3. Where the Governors resolve in accordance with Paragraph 17.1 to adjourn a meeting before all the items of business on the agenda have been disposed of, the Governors shall before doing so determine the time and date at which a further meeting is to be held for the purposes of completing the consideration of those items,

and they shall direct the Clerk to convene a meeting accordingly.

18. VOTING

- 18.1 Every matter to be decided at a meeting of the LGB shall be determined by a majority of the votes of the Governors present and entitled to vote on the matter. Every Governor shall have one vote. Where there is an equal division of votes, the Chair of the meeting shall have the casting vote. A Governor may not vote by proxy.
- 18.2 Any Governor who is also an employee of the Trust shall withdraw from that part of any meeting of the LGB at which his remuneration, conditions of service, promotion, conduct, suspension, dismissal or retirement are to be considered.
- 18.3 A resolution in writing, signed by all the Governors shall be valid and effective as if it had been passed at a meeting of the Governors duly convened and held. Such a resolution may consist of several documents in the same form, each signed by one or more of the Governors.

19. CONFLICTS OF INTEREST

- 19.1 Any Governor who has or may have any direct or indirect duty or personal interest (including but not limited to any Personal Financial Interest (as defined below)) which conflicts or may conflict with his duties as a Governor of the LGB shall disclose that fact to the LGB as soon as he becomes aware of it. A person must absent himself from any discussions of the LGB in which it is possible that a conflict will arise between his duty to act solely in the interests of the Academy and any duty or personal interest (including but not limited to any Personal Financial Interest).
- 19.2 A Governor of the LGB has a Personal Financial Interest if he, or any child, stepchild, parent, grandchild, grandparent, brother, sister or spouse of the Governor or any person living with the Governor as his or her partner, is in the employment of the Trust or is in receipt of remuneration or the provision of any other benefit directly from the Trust or in some other way is linked to the Trust or the Academy.

20 MINUTES OF MEETINGS

- 20.1 At every meeting of the LGB the minutes of the last meeting shall be taken as the first or at least the second agenda item after any apologies and, if agreed by Governors to be accurate, shall be signed as a true record.
- 20.2 The Clerk to the LGB shall ensure that a copy of the agenda for every meeting of the Governors, 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 Company Secretary of the Trust.
- 20.3 The Clerk to the LGB shall ensure that a central record, available for inspection, of all meeting agendas, minutes and supporting papers is maintained and kept up to date at the Academy.

Annex 1 - Scheme of Delegation- Vyners Learning Trust 2017/2018

Core Principles

If proposed action is within an individual school budget, then the LGB has authority to proceed. Any action requiring additional funding must be referred back to the Board of Directors

All policies which affect both schools equally (primarily 'business' policies) will be owned by the Board of Directors (see attached list)

The Chair of each LGB is responsible for providing regular and standardised updates to the Board of Directors on LGB activity.

The table below indicates where primary decision making responsibility sits on an issue. Others in the Governance structure will have an interest in issues and will need to be either consulted, or receive a report on action taken.

Governance

	Members	Board of Directors	Local GB
Formal Appointment of main board directors	x		
Appointment of local GBs		x	
Designation of Formal Accounting Officer		x	
Terms of reference of local GBs including appointing members and frequency of meetings *		X – to set minimum requirement	X – upwards input into membership. May choose to have extra meetings
Defining transitional arrangements for LGB membership			x
Appointment of local subcommittees / terms of reference of committees			x
Setting policies on conflicts of interests / declarations of pecuniary interest		X – following DfE guidance	
Changes to Funding agreements		x (with DfE agreement)	
Changes to Articles of Association	x (with DfE agreement)		
Legal accountability to DfE and other statutory agencies		x	
Risk management		x – trust as a whole	x – management of local risks
Link Governors			x
Governor training		x –minimum standard training	x – define / deliver local

		for all	training
Clerking arrangements – both for Board of Directors and LGBs		x – for Board	x – local GBs and committees
Setting strategic objectives for individual schools / KPIs NB – the 'meeting point' for the BoD / LGB will need to be agreed		Top down approach	Bottom up approach

* Importance recognised of ensuring effective sequence of local and Board meetings

Education

	Members	Board of Directors	Local GB
Quality of teaching and learning			x
Curriculum policy			x
Admissions policy and associated arrangements (including appeals)			x
Safeguarding			x
Student behaviour policy, including exclusions and appeals			x
School development / school improvement		x – strategic plan for improvement across MAT as a whole	X – local delivery, local objectives
Other educational policy – SEN, home school agreements, management of medicines etc.			x
Monitoring educational performance and student progress. Setting targets for pupil achievement			x
Pupil premium			x
Changes to structure of school day		X – on recommendation from LGB	

HR

	Members	Board of Directors	Local GB
Head teachers performance management and pay progression		x	
Performance management / pay progression for Leadership		x	
Performance management / pay progression for everyone else (teaching and support staff)			x

Setting HR policy		x	
Terms and conditions of employment for staff		x	
Dismissals / staff disciplinaries – for Headteachers and Leadership		x	
Dismissals / staff disciplinaries – for all other staff			x
Redundancies – agreeing business case / final arrangements		x	
HT appointments		x	
Leadership appointments			x
All other staff appointments			x
Changes to staffing structure especially involving extra resources		x – if extra resources required	x – if within budget

Facilities

	Members	Board of Directors	Local GB
Setting of H&S policy		x	
Review of H&S compliance – policy implementation			x
ICT strategy			x
General condition issues – repairs and renewals			x
Major site re-development		x	

Finance

	Members	Board of Directors	Local GB
Audit – remit of audit committee, appointment of committee members		x	
Setting Finance policy		x	
Final sign off of company accounts	x		
Substantial review of company accounts		x	
Final sign off of annual budget		x	
Substantial review of annual budget		x	
Agreeing bank signatories and limits (who / how much)		x	
Regular financial expenditure monitoring			x
Procurement – setting delegated limits		x	
Insurance arrangements		X - Strategic	X - implementation

