

# **AVANTI SCHOOLS TRUST**

## **ACCOUNTABILITIES FRAMEWORK (INCLUDING SCHEME OF DELEGATION)**

**EFFECTIVE DATE: 1<sup>st</sup> April 2017**

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## **1. INTRODUCTION**

- 1.1. This Accountabilities Framework defines roles and responsibilities across the different layers of the Avanti Schools Trust organisation. It does not attempt to prescribe every activity in the remit of each stakeholder group. It also does not seek to indicate where responsibilities may be further delegated within stakeholder groups.
- 1.2. This document should be used as a reference guide. It provides guidance on responsibilities in the status quo, however, there will be circumstances, such as crisis situations, where the rules may change.
- 1.3. This document also does not suggest that people should stop doing activities because it is not strictly their responsibility. For example, for a local School Stakeholder Committee (SSC) to add value does not require they are ultimately responsible.
- 1.4. SSCs replace local governing bodies in Avanti schools.

## **2. SUMMARY**

- 2.1. As a charity and trust limited by guarantee, Avanti Schools Trust (the “Trust”) is governed by a Board of Directors (the “Directors”, or, the “Board”). The Directors are appointed by the Members (the “Members”), and are responsible for, and oversee, the management and administration of the Trust and its schools.
- 2.2. The Directors are accountable to the Members of the Trust. Members are responsible for ensuring that the Trust’s charitable objectives are carried out and are able to appoint and remove Directors if they fail to fulfil this responsibility.
- 2.3. The Directors are also accountable to external government agencies including the Charity Commission and the Department for Education (DfE) for the quality of the education they provide and they are required to have systems in place through which they can assure themselves of quality, safety and good practice.

2.4. iFoundation<sup>1</sup> is the designated religious authority for the Trust's Hindu faith schools. Both the Trust and the religious authority are inspired by and draw upon the teachings of Krishna Chaitanya, part of the same religious tradition as the International Society for Krishna Consciousness (ISKCON). This means that the nature of Collective Worship and Religious Studies within these faith schools will be broadly reflective of the practices and teachings of ISKCON. The Trust and iFoundation are independent legal entities and they may choose to collaborate with ISKCON in instances which will benefit the Avanti schools. The Directors are accountable to the iFoundation to ensure that the schools are conducted as Hindu schools.

2.5. The Directors delegate responsibility for the performance of the Trust, including performance of the schools within the Trust, to the Chief Executive Officer (CEO). However, some responsibilities for the school(s) are delegated to a local SSC). The Directors appoint individuals to serve on these SSCs.

2.6. The Board is the Legal Governing Body of every Avanti school and has ultimate accountability and legal responsibility for all Avanti schools, including all the statutory responsibilities of school governors and accountability for the quality of educational provision and school effectiveness. These accountabilities do not sit with SSCs. The SSCs complement and add capacity to the Board and the Trust's central team, Avanti Head Office (AHO). Unlike most maintained school governing bodies, the SSCs have no statutory legal accountabilities.

2.7. SSCs are sub-committees of the Board. They add value to their respective schools by providing local school and community knowledge, stakeholder voice and through the particular skills they bring.

2.8. For the purposes of an Ofsted inspection, it is thus important that in addition to the SSC being represented, either the Trust's Director of Education or the school's Area Education Officer or their nominated representative are also present to represent governance.

2.9. The CEO is accountable to the Directors for the performance of the Trust. The

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<sup>1</sup> A Trust limited by guarantee and registered at Companies House under Trust number 05137350

CEO will ensure the performance management of the academy Principals and will seek input from the relevant SSC Chair. The CEO's performance is managed by the Directors.

2.10. This Scheme of Delegation has been put in place by the Directors from the Effective Date in accordance with the provisions of the Trust's Articles of Association (the "Articles") and it should be read in conjunction with those Articles. References in this Scheme to numbered Articles are to the relevant clause of the Articles. Figure 1 below is a summary diagram showing the Trust's reporting lines and organisational structure, and, Figures 2 and 3 show the areas of responsibility allocated to each layer of the organisation.

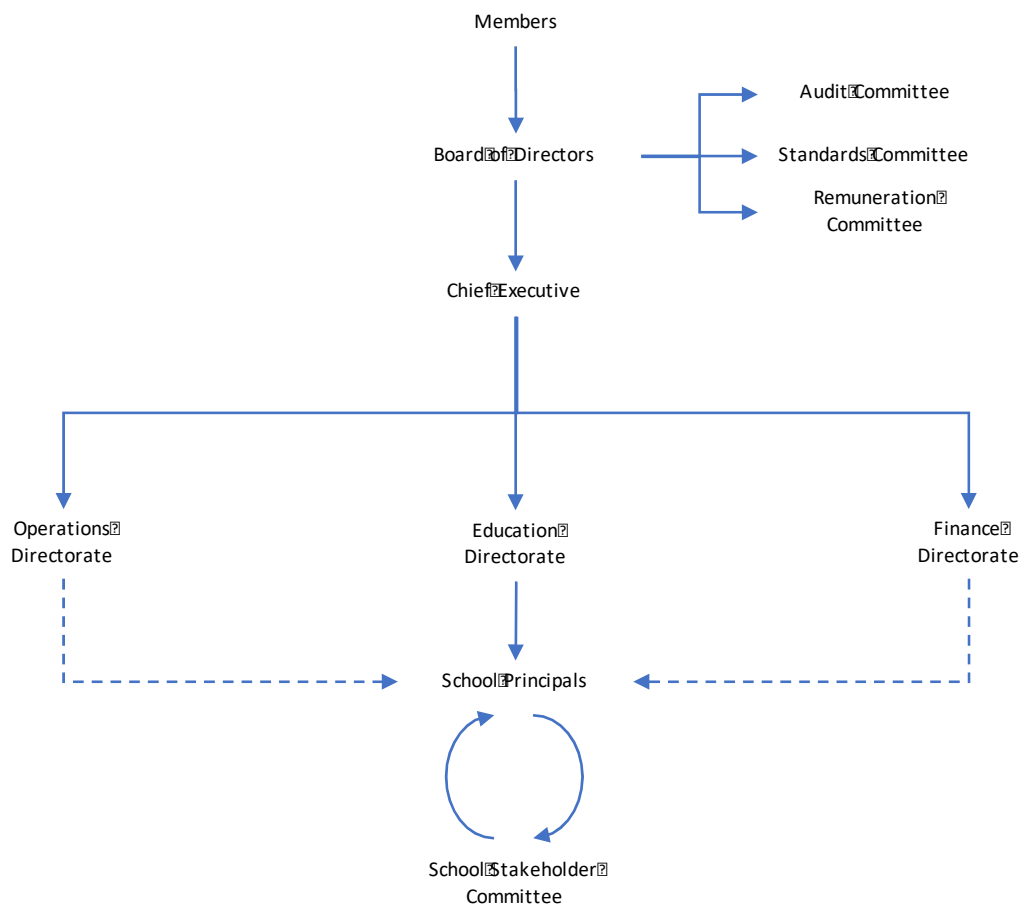


Figure 1: The Trust's Reporting Lines and Governance and Accountabilities Structure

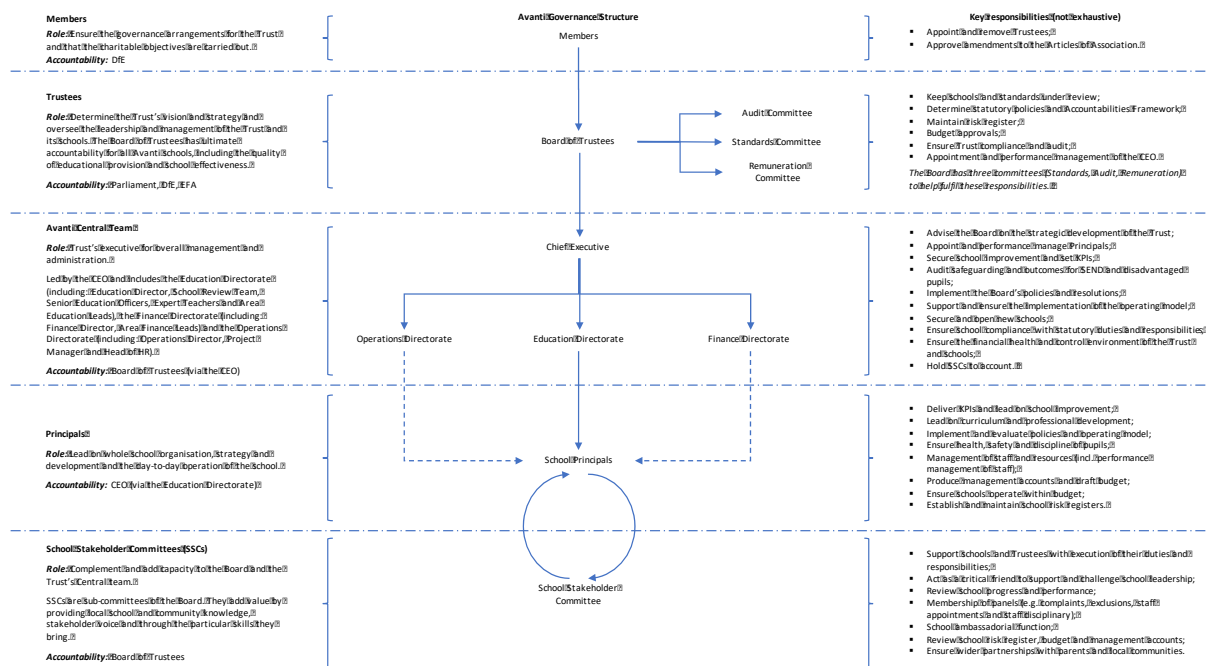


Figure 2: The Trust's Governance and Accountabilities Structure and Respective Roles

| Area                               | Decision  | Members | Trust Board | Central Team | SSC | School |
|------------------------------------|---|---------|-------------|--------------|-----|--------|
| Governance: People                 | Members: appoint/remove   | ✓       |             |              |     |        |
|                                    | Trustees: appoint/remove  | ✓       |             |              |     |        |
|                                    | Role descriptions for members: agree  | ✓       |             |              |     |        |
|                                    | Role descriptions for directors/chair/specific roles/committee members:   |         | ✓           | S            |     |        |
|                                    | SSC chairs: appoint and remove  |         | ✓           | S            |     |        |
|                                    | SSC Parent members: elected   |         |             |              |     | ✓      |
|                                    | SSC Staff members: elected  |         |             |              |     | ✓      |
|                                    | Clerk to Board: appoint and remove  |         | ✓           |              |     |        |
|                                    | Clerk to SSC: appoint and remove  |         |             |              | ✓   |        |
|                                    | CEO: appoint and dismiss  |         | ✓           |              |     |        |
| Governance: Systems and structures | School Principal: appoint and dismiss   |         |             | ✓            | S   |        |
|                                    | Articles of association: agree and review   | ✓       | S           | S            |     |        |
|                                    | Governance structure (committees) for the trust: establish and review   |         | ✓           | S            |     |        |
|                                    | Terms of reference for trust committees: agree annually   |         | ✓           | S            |     |        |
|                                    | Terms of reference for SSC: agree and review annually   |         | ✓           | S            |     |        |
|                                    | Skills audit: complete and recruit to fill gaps   |         | ✓           | ✓            | S   | S      |
|                                    | Annual self review of Board and committee performance: complete   |         | ✓           |              |     |        |
|                                    | Annual self review of SSC performance: complete annually  |         |             | ✓            | S   |        |
|                                    | SSC Chair's performance: annual review  |         | ✓           |              | ✓   |        |
|                                    | Director/committee member contribution: review annually   |         | ✓           |              | ✓   |        |
| Reporting                          | Succession plan   |         | ✓           | S            | ✓   | S      |
|                                    | Annual schedule of business: agree  |         | ✓           | S            |     |        |
|                                    | Annual schedule of business for SSC: agree  |         |             | S            | ✓   | S      |
|                                    | Trust governance details on trust and schools' websites: ensure   |         | ✓           | S            |     |        |
|                                    | Academy governance details on school website: ensure  |         | ✓           | S            |     |        |
| Being Strategic                    | Register of all interests, business, pecuniary, loyalty for members/directors/committee members: establish and publish        |         | ✓           |              |     |        |
|                                    | Annual report and accounts including statement on regularity, propriety and compliance, demonstrating value for money: submit |         | ✓           | S            |     |        |
|                                    | Annual report on work of SSC: submit to trust and publish   |         |             |              | ✓   | S      |
|                                    | Determine trust wide policies including all statutory policies: approve   |         | ✓           | S            |     |        |
|                                    | Determine school level policies and adapt trust's statutory policies:   |         |             | ✓            | S   | ✓      |
|                                    | Central hold-back percentage: agree   |         | ✓           | S            |     |        |
|                                    | Management of risk: establish register, review and monitor  |         | ✓           | S            | S   | ✓      |
|                                    | Engagement with stakeholders  | ✓       | ✓           | ✓            | ✓   | ✓      |
|                                    | Priorities and KPIs for trust's vision and strategy: determine  |         | ✓           | S            |     |        |
|                                    | Priorities for school's strategy and improvement plan: determine  |         |             | S            | S   | ✓      |
| Holding to account                 | Trust and schools' budget approval: agree   |         | ✓           | S            | S   | S      |
|                                    | Trust's staffing structure: agree   |         | ✓           | S            |     |        |
|                                    | School's staffing structure: agree  |         |             | S            | S   | ✓      |
|                                    | Auditing and reporting arrangements for matters of trust compliance:  |         | ✓           | S            |     |        |
|                                    | Auditing and reporting arrangements for matters of school   |         |             | S            | S   | ✓      |
|                                    | Reporting arrangements for progress on key priorities: agree  |         | ✓           | ✓            | S   | ✓      |
|                                    | Performance management of CEO: undertake  |         | ✓           |              |     |        |
|                                    | Performance management of school Principal: undertake   |         |             | ✓            | S   |        |
|                                    | Holding schools to account for provision, outcomes and school   |         | ✓           | ✓            |     | S      |
|                                    | Trustee monitoring visits: agree arrangements   |         | ✓           | S            |     | S      |
| Ensuring financial probity         | SSC school visits: agree arrangements   |         |             | S            | ✓   | S      |
|                                    | CFO: appoint and dismiss  |         | ✓           | S            |     |        |
|                                    | Financial Control Environment: establish and review   |         | ✓           | S            | S   | S      |
|                                    | Financial delegation: establish and review  |         | ✓           | S            | S   | S      |
|                                    | External auditors' report: receive and respond  |         | ✓           | S            | S   | S      |
|                                    | CEO pay award: agree  |         | ✓           |              |     |        |
|                                    | School Principal pay award: agree   |         |             | ✓            |     |        |
|                                    | School staff appraisal and pay progression: monitor and agree   |         |             | ✓            |     | S      |
|                                    | Benchmarking and value for money: ensure robustness   |         | ✓           | S            | S   | ✓      |
|                                    | Trust wide procurement strategies and efficiency savings programme:   |         |             | ✓            |     |        |

Figure 3: The areas of responsibility allocated to each layer of the organisation, where 'S' indicates a support function

### 3. ETHOS AND MISSION STATEMENT

3.1. The Trust's full mission is included in *Appendix A*.

### 4. DIRECTORS' POWERS AND RESPONSIBILITIES

4.1. The Directors have overall responsibility and ultimate decision-making authority for all the work of the Trust, including the establishing and running of

schools. This is largely exercised through strategic planning, quality assurance, performance management, financial probity and the setting of policy. The Directors have the power to direct change where required.

4.2. The Directors have a duty to act in the fulfilment of the Trust's objects and as such, are permitted to exercise all the powers of the Trust. The Directors shall not make any alteration to the religious character of the schools without the consent of the Members.

4.3. The Directors delegate to the CEO responsibility for the day to day operations of the Trust.

4.4. Article 100 provides for the appointment by the Directors of committees, such as the SSCs, Audit and Remuneration committees, to whom the Directors may delegate certain functions of the Directors. The responsibilities of Board committees are set out in their terms of reference; the responsibilities for SSCs are set out in this Scheme of Delegation as their terms of reference. The appointment of committees is subject to change and the Directors may appoint or remove committees at any point.

4.5. The Audit Committee and the Remuneration Committee are committees formed by the Directors and derive their powers from the Directors (see *Appendix G* for their terms of reference).

4.6. The SSCs for schools are committees formed by the Directors and derive their power from the Directors. The constitution and membership of the SSCs is determined by the Directors.

4.7. The delegated roles and responsibilities across the two broad areas of School Leadership (to include standards and safeguarding) and Resources (to include finance, health and safety and HR) are detailed in tabular form in *Appendix I* for ease of reference.

## **5. ROLE AND CONSTITUTION OF THE SSC**

5.1. To play a key role in supporting the school to provide highly effective educational provision and to achieve high standards for all its pupils.

5.2. As a non-executive body, the SSC will develop a sound knowledge of how well the school works for the pupils in terms of their progress, standards, personal well-being and all round development.

5.3. The Board will receive minutes from SSC meetings and may from time to time ask the committee for their feedback or views specific on issues related to the school's work.

5.4. In support of the school, the members of SSC will undertake the following roles:

- Develop a good understanding of and represent parental and staff views and aspirations about the quality of the educational experience of pupils, staff, parents and other stakeholders and partners of the school;
- Represent the views and aspirations of parents and staff on the quality of the educational experience and its impact on the pupils in their school;
- Inform the work of the school and improvement priorities by providing feedback on the experience and perspectives of diverse stakeholders, including the hard to reach parents;
- Contribute to the running of the school by participating in disciplinary, exclusions, complaints, and appointments panels and other such forums that require representation of persons not employed at the school;
- Work closely with the Principal and the Finance personnel on budget planning and preparation of monthly management accounts;
- Support the school in the administration of pupil admissions policy to secure compliance with the published policy and the admissions code;
- Advise the school on the effectiveness of its engagement and communication with parents as active and effective partners in their children's education;
- Contribute towards the formulation and review of school policies to improve the quality of school's overall provision, including teaching and learning;
- Be ambassadors of the school to promote partnerships with wider local communities to enrich the school's offer to pupils, for example volunteering and mentoring programmes and employer engagement;



- Act as a critical friend to the school leadership and contribute to the school self-review and strategic planning and the prioritisation short and longer term objectives.

## **6. MEMBERSHIP OF THE SSC**

6.1. The SSC shall have 9 members, unless specifically agreed otherwise by the Directors, and will be made up of the following. They will represent an appropriate range of experience, qualifications and skill set to support all aspects of school leadership:

6.1.1. 5 members, appointed by the Directors;

6.1.2. 1 staff member, elected by the staff body;

6.1.3. 2 parent members, elected by the parent body;

6.1.4. The Principal of the School.

6.1.5. The Directors (all or any of them) shall also be entitled to serve on a SSC or attend any meetings of any of the SSCs.

6.2. The Directors shall determine, and adjudicate where necessary all matters relating to the above appointments, including any questions of processes and eligibility.

6.3. The Directors shall determine appropriate means to source prospective SSC members and this will likely include Avanti networking, self-referral, advertising and recognised recruitment partners. All prospective Trust appointed members shall submit an application form and if they fit the skill requirement for a SSC they will be called to interview by the AHO Senior Team. At this interview, the roles and responsibilities of a SSC member, the Board's minimum requirements and Avanti's Code of Conduct will all be explained. A recommendation from the AHO Senior Team will then be made to the Board and if approved, an appointment will be made subject to DBS clearance. Governor induction sessions will follow, accompanied by an induction pack.

#### **6.4. Term of office**

6.4.1. The term of office for any person serving on the SSC shall be 3 years. Where the school is less than 3 years old, the term of office shall be 1 year.

6.4.2. This time limit shall not apply to the Principals, who will serve for as long as they remain in office.

#### **6.5. Resignation and removal**

6.5.1. A person serving on the SSC shall cease to hold office if he resigns or is removed by the Directors. No reasons need to be given for the removal of a Trust appointed member by the Directors.

6.5.2. If a staff member or Principal ceases to work at the school, or a parent member ceases to be a parent of a pupil at the school, then they shall be deemed to have resigned as a member.

#### **6.6. Disqualification of members of the SSC**

6.6.1. No person shall be qualified to serve on the SSC unless he is aged 18 or over at the date of his/her election or appointment unless he is a Year 12 or Year 13 student of the school.

6.6.2. A person serving on the SSC shall cease to hold office if he is absent without prior written permission of the Chair of the SSC, where permission is to be only granted under exceptional circumstances, from 2 consecutive meetings of the SSC. The SSC must then inform the Directors.

6.6.3. A person shall also be disqualified from serving on the SSC if he is a close family member of an existing member of the SSC.

6.6.4. A person serving on the SSC shall cease to hold office if he fails to meet the minimum expectations of a governor, as set-out by the Directors from time to time, which are:

6.6.4.1. Demonstrate a deep commitment to serving schools with the best interest of children at heart always;

6.6.4.2. Attend all three SSC meetings per year. Members must be well prepared for these meetings;

6.6.4.3. Be able to visit the school at least once per term during school hours and submit a brief written report of the visit. The visit may last up to three hours;

6.6.4.4. Participate as a member of at least one panel (e.g. disciplinary, admissions appeals, exclusion etc.), or a working group which may be standing committees or convened as and when required;

6.6.4.5. Agree to fulfil at least one specific role, such as being the specialist link for finance, special educational needs and disabilities, Early Years, literacy, Mathematics, science and technology, health and safety, safeguarding and child protection, and other areas that may be special focus for development for the school.

6.6.4.6. Commit to attending training at least thrice per year;

6.6.4.7. Expectations of the Chair of the SSC have been adapted from a document by the National College for Teaching & Leadership. This Avanti adaptation has been included as *Appendix B*.

6.6.4.8. A further list of disqualifications is contained in *Appendix C*.

## **7. DELEGATED POWERS OF THE PRINCIPAL/SSC**

### **7.1. General Provisions**

- 7.1.1. In general terms, the responsibility of the Directors in so far as the business of the School is concerned is to determine the ethos, mission, policies and procedures of the School and to consider and respond to strategic issues. The Principal/SSC must use its influence and functions to uphold and support the Trust's objectives.
- 7.1.2. The Principal/SSC will adopt the Trust-wide policies issued by the Directors and keep them under review as part of its overall contribution to school's policy framework. The Principal/SSC will not make changes to these policies without prior written permission of the Directors.
- 7.1.3. Subject to provisions of the Companies Act 2006, the Articles and to any directions given by the Members of the Trust following a special resolution, certain aspects of the governance of the day-to-day business of the School shall be delegated by the Directors to the Principal/SSC who may exercise the powers of the Trust in so far as they relate to the School, but only in accordance with the terms of this Scheme of Delegation. No alteration of the Articles and no such direction shall invalidate any prior act of the Principal/SSC, which would have been valid if that alteration had not been made or that direction had not been given.
- 7.1.4. Except as provided for in this Scheme of Delegation, in addition to all powers hereby expressly conferred upon the Principal and without detracting from the generality of the powers delegated, the Principal shall have the following powers, namely:
- 7.1.4.1. To expend certain funds of the Trust as permitted by this Scheme of Delegation in such a manner as the Principal shall consider most beneficial in so far as it relates to the school; and

7.1.4.2. To enter into contracts on behalf of the Trust in so far as they relate to the School and are within the scope of the Principals responsibility as set out in this Scheme of Delegation.

7.1.5. In the exercise of its functions, the Principal may consider any advice given by the SSC and any AHO Senior Team member as well as the Directors.

7.1.6. No monies of the Trust (whether or not authority to expend has been devolved to the Principal/SSC) shall be paid into any bank account other than a bank account authorised by the Directors.

## **7.2. Ethos and Values**

7.2.1. The Principal/SSC will work with the school leaders to ensure that all school business is conducted in accordance with the Trust's ethos and values referred to in clause 2.

7.2.2. At all times, the Principal/SSC shall work in ways that ensure that the schools are conducted in accordance with the object of the Trust, the terms governing the use of the land which is used for the purposes of the school and any agreement entered into with the Secretary of State for the funding of the School.

7.2.3. The Principal/SSC will not make any alteration to the religious character or conduct of the school, including any alterations to the provision of Collective Worship and Religious Studies or other such faith matters, including school lunches, without the written consent of the Directors.

## **7.3. Finance**

7.3.1. In acknowledgement of the receipt by the Directors of funds in relation to the School; provided by the Secretary of State, donated to the Trust and generated from the activities of the Trust, the Directors delegate to the Principal the responsibility to manage and expend all monies received on account of the School for the purposes of the

School. The Principal acknowledges the support provided by the Directors and that certain costs will be incurred by them in undertaking their functions and meeting their responsibilities, in particular in relation to:

7.3.1.1. The production of corporate accounts for the Trust and the auditing of those accounts;

7.3.1.2. Ensuring appropriate insurances are in place and implementing a suitable risk management strategy;

7.3.1.3. The functions of the Trust Secretary and Responsible Officer (required for the purposes of the Master Funding Agreement); and

7.3.1.4. Other central services and functions provided by Directors.

7.3.2. There may be other services provided by the Directors on either an optional or a non-discretionary basis and these will be agreed with the Principal. In light of this, the Principal will be expected to meet a proportion of the costs incurred by the Directors, which shall be determined by the Directors on an annual basis.

7.3.3. Whilst the Principal shall have the power to enter into contracts on behalf of the Trust in so far as they relate to the School pursuant to the relevant clauses within this document, the Principal shall first obtain the consent of the Directors to any material contracts or expenditure for any single matter above a certain value as defined within the Trust's finance policies (or such other amount as shall be notified by the Directors to the School from time to time).

7.3.4. The accounts of the Trust shall be the responsibility of the Directors but the Principal shall provide such information about the finances of the School as often and in such format as the Directors shall require. Without prejudice to the above, the Principal shall provide monthly management accounts. The Directors will be seeking to

harmonise the financial systems of the Academies/Free School and the Principal will support this objective, both acknowledging the intention not to overburden the School by seeking to implement significant changes too swiftly.

7.3.5. The Principal shall ensure that proper procedures are put in place for the safeguarding of funds and that the requirements of the Academies Financial Handbook and the Master Funding Agreement are observed at all times as well as any requirements and recommendations of the Directors and the Secretary of State. For the avoidance of doubt, the Directors and the Principal will comply with the restriction on borrowing contained in the Master Funding Agreement.

7.3.6. The Principal shall seek the approval each year of the Directors for the budget of the School and shall use all reasonable endeavours to operate within this budget. The Principal shall seek approval from the Directors of any need for significant unplanned expenditure and will discuss with the Directors (and others as the Directors shall require) options for identifying available funding.

7.3.7. The Principal shall develop appropriate risk management strategies and shall at all times adopt financial prudence in managing the financial affairs of the Trust in so far as these relate to the School. The School will comply with any requests of the Directors to undertake risk assessments of the activities of the School whether for auditing purposes or not and whether such assessments are required by the Secretary of State or not. The Directors will notify the Principal of its risk assessment policy from time to time and the Principal shall use its best endeavours to comply with it at all times.

7.3.8. The Directors acknowledge the Principal's intention to use any voluntary (i.e. non grant) funds (including any restricted funds) raised by the school or the equivalent of parent association for the purposes for which they have been raised and otherwise solely at the discretion of the Principal provided this is within the objects of the Trust. Proper

accounts will be kept by the Principal showing the receipt and use of such funds and the extent to which such funds are restricted, in the light of the obligation on the Trust to note these funds separately in the accounts of the Trust.

- 7.3.9. The Principal will keep under review the School's spend of pupil premium to ensure maximum value for money and impact.

## **7.4. Premises**

- 7.4.1. Subject to and without prejudice to the relevant clauses within this document, the maintenance of the buildings and facilities used in respect of the school is the responsibility of the Principal, who shall have regard at all times to the safety of the users of the buildings and the facilities and the legal responsibilities of the Directors (and/or any others) as owners of such buildings and facilities.
- 7.4.2. The Principal shall, in consultation with the Directors, develop a 5-year estate management strategy that will identify the suitability of building and facilities in light of long term curriculum needs and the need for and availability of capital investment to meet the Principal's responsibility to ensure the buildings and facilities are maintained to a good standard.
- 7.4.3. The responsibility for any disposals or acquisitions of land to be used by the school will be that of the Directors.
- 7.4.4. Insuring the land and buildings used by the school will be the responsibility of the Directors who shall recover the cost from the budget delegated to the Principal to the extent the same is not otherwise reclaimed directly from the Education Funding Agency.
- 7.4.5. The Principal will notify the CEO as soon as reasonably practicable following the occurrence of an event in respect of which an insurance claim is needed.

## **7.5. Resources**



### **7.5.1. Principal and other senior staff**

7.5.1.1. The Directors shall appoint the Principal(s) and any other post with senior leadership responsibilities as per *Appendix F*. The Directors and the CEO may delegate such powers and functions as they consider are required by the Principal for the internal organisation, management and control of the school (including the implementation of the trust operating model and all policies).

7.5.1.2. The Trust's Education Director shall manage the performance of the Principals.

### **7.5.2. Other Staff**

7.5.2.1. The CEO shall delegate to the Principal the responsibility for the appointment and management of all other staff to be employed at the school provided that the school shall:

7.5.2.1.1. Comply with all policies dealing with staff issued by the Directors from time to time;

7.5.2.1.2. Take account of any pay terms set by the Directors;

7.5.2.1.3. Adopt any standard contracts or terms and conditions for the employment of staff issued by the Directors;

7.5.2.1.4. Adopt appropriate and transparent procedures for the recruitment of staff;

7.5.2.1.5. Employ only teachers with Qualified Teacher Status, unless there are exceptional circumstances and prior approval is sought from the Education Director of the Trust;

7.5.2.1.6. Manage any claims and disputes with staff members with regard to any advice and recommendations given by the Directors;

7.5.2.1.7. Not advertise or appoint any Senior Leadership Team (SLT) members of staff without first getting Director approval of the proposed staff structure.

7.5.2.1.8. The CEO shall delegate to the Principal the performance management of all staff and shall put in place procedures for the proper professional and personal development of staff.

## **7.6. Curriculum and Standards**

7.6.1. The Principal/SSC will not make any changes to the curriculum or the pedagogical direction enshrined within its operating model and policies set by the Directors, school day timings, subject time allocations or any departures from the National Curriculum, without the prior written consent of the Directors.

7.6.2. The Principal/SSC will work with the school and the Trust to support the school to implement the recommendations that arise from the school reviews commissioned by the Trust to secure continuous school improvement. The SSC will review the resultant progress of improvement in their termly meetings.

7.6.3. The Principal/SSC shall be, from time to time, be responsible for the review of the school's admissions policies provided that no change will be made to the admissions criteria without the written consent of the Directors.

7.6.4. Any decision to expand or reduce the size of the School shall be that of the Directors but who shall have regard to the views of the Principal/SSC.

## **7.7. Business Activities**

7.7.1. Whilst the undertaking of any activities which would be described as part of the school's "extended school's agenda" or any activities designed to generate business income for the school, would be the

responsibility of the Principal, this shall only be undertaken in a manner consistent with any policy set by the Directors and having regard to the viability of such activities, the impact on the school's activities and any financial implications, such as the threat of taxation in light of the Trust's charitable objects and any threat to funding provided by the Secretary of State.

## **7.8. Regulatory Matters**

- 7.8.1. The responsibility for the satisfaction and observance of all regulatory and legal matters shall be the Directors but the Principal/SSC shall do all such things as the Directors may specify as being necessary to ensure that the Trust is meeting its legal obligations.

## **8. OPERATIONAL MATTERS**

- 8.1. The Principal/SSC shall comply with the obligations set out in *Appendix E* which deals with the day-to-day operation of the SSC.
- 8.2. The Directors, Principal and all members of the SSC have a duty to act independently and not as agents of those who may have appointed them and will act with integrity, objectivity and honesty in the best interests of the Trust and the school and shall be open about decisions and be prepared to justify those decisions except in so far as any matter may be considered confidential.
- 8.3. The Principal shall provide such data and information regarding the business of the school and the pupils attending the school as the Directors may require from time to time.
- 8.4. The Principal/SSC shall submit to the school reviews and any inspections by the Directors to assess how effectively the school is being led and managed. The Principal/SSC shall also submit to any additional reviews and visitations by iFoundation and authorised by the Directors, for the purpose of ensuring that the school is being conducted in accordance with, and following the

practices and teachings of, the Hindu faith as advised by iFoundation/the Directors.

8.5. The Principal/SSC shall work closely with and shall promptly implement any advice or recommendations made by the Directors in the event that intervention is either threatened or is carried out by the Secretary of State. In all circumstances, the Directors expressly reserve the unfettered right to review or remove any power or responsibility conferred on the Principal/SSC under this Scheme of Delegation.

## **9. REVIEW OF THE SCHEME OF DELEGATION**

9.1. This Scheme of Delegation shall operate from the Effective Date.

9.2. The Directors have absolute discretion to review this Scheme of Delegation at any point in the future and to alter any provisions of it.

## **10. APPENDICES**

### **APPENDIX A**

#### **MISSION OF ALL AVANTI TRUST SCHOOLS**

All schools in the Avanti School Trust prepare pupils for their respective life-journeys by promoting educational excellence, character formation and spiritual insight.

Avanti schools are Hindu faith schools which welcome children from all backgrounds. The schools are operated by the Avanti Schools Trust and iFoundation.

Both the Trust and the religious authority are inspired by and draw upon the teachings of Krishna Chaitanya, part of the same religious tradition as ISKCON. This means that the nature of Collective Worship and Religious Studies will be broadly reflective of the practices and teachings of ISKCON. The Trust and iFoundation are independent legal entities and they may choose to collaborate with ISKCON in instances which will benefit the Avanti schools.

#### **Educational Excellence**

An emphasis on independent thought and personal choice fans every pupil's innate and emerging passion for learning. Our personalised approach provides tailor-made learning paths for all pupils. This motivates and enables all pupils to become reflective, articulate and independent thinkers, laying solid foundations for their future learning, vocation and self-fulfilment. Our approach is characterised by a mentorship and academic support system that is delivered in close partnership with parents.

#### **Character Formation**

Trust schools prepare pupils to take their places as loyal, responsible and broad-minded British citizens. Our ethos acknowledges that personal virtue, responsibility and a wholesome sense of identity underpin success in all endeavours. It nurtures conduct consistent with the universal virtues of respect, integrity, courage, empathy, gratitude and self-discipline. Trust schools promote holistic, responsible lifestyles through a vegetarian diet, a curriculum that integrates yoga and meditation and a built environment that actively fosters environmental concern.

## **Spiritual Insight**

The development of spiritual insight is at the heart of the curriculum and draws on the teachings of Krishna Chaitanya<sup>2</sup>, which embrace a universal, inclusive approach to spirituality, aimed at rekindling a personal, loving and spontaneous relationship with the divine (Krishna). The curriculum offers opportunities to explore the philosophies and traditions of different faiths. Collective worship includes the following practices: kirtan<sup>3</sup>, meditation<sup>4</sup>, worship<sup>5</sup>, reflection, song, prayer, and story-telling<sup>6</sup>.

## **How we achieve our Ethos**

### **Educational excellence will be achieved through:**

- Happy and fulfilled learners and teachers;
- Highly-skilled and actively engaged leadership and governance, dedicated to continuous improvement and to realisation of the school's distinctive vision and ethos;
- A broad and challenging curriculum focused on core skills and subjects;
- Continuous development of the professional knowledge and skill of all staff, and adequate respect for their professional discretion and integrity;
- Staff with high expectations, convinced that every child is both uniquely gifted and has identifiable areas for improvement;
- Personalised targets and learning paths for all pupils, supported by thorough, learner-focussed mentorship and effective ICT systems;

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<sup>2</sup> Our ethos draws from the teachings of Chaitanya. He was born in 1486 in Nadiya, then East India's epicentre for learning and scholarship. At an early age he founded what quickly became the region's foremost school, widely renowned for its teaching in logic, grammar and rhetoric. He went on to lead an early civil disobedience movement, contesting religious sectarianism. In later life, he turned his attention to spiritual ideals that transcended social and religious boundaries and thus paved the way for a great spiritual renaissance. He taught that the essence of education is to appreciate how everything has a special relationship with the divine. Such understanding culminates in a profound spiritual realisation of love, compassion and selflessness – the original, pure nature of every being. He emphasised spiritual equality and advocated that humanity can be united through a shared love of God, expressed through the singing of His many names. Chaitanya's exemplary life heralded the dawn of an inclusive spiritual resurgence that continues to inspire people from all faiths.

<sup>3</sup> Kirtan is the call/response singing of Krishna's names.

<sup>4</sup> Learning to be still, be aware, breathe deeply and visualise; often involving the use of mantras (sacred sounds, including chanting God's names).

<sup>5</sup> Worship at a Krishna shrine, often involving the offering of flowers.

<sup>6</sup> Songs, prayers and stories may be drawn from various traditions but are in concurrence with the teachings of Chaitanya.

- Provision of subject and qualification choice, ensuring that each learner maximises his/her talents and never becomes lost;
- Provision of a broad, flexible and challenging curriculum that allows students to develop in the direction best suited to them, at their own pace, and which promotes realisation of their full potential;
- Curriculum that includes a focus on ethics, philosophy, the creative and performing arts, and valuable cultures of ancient and contemporary civilizations;
- Values-based approach to the humanities and its emphasis on the artistic and spiritual realms;
- The study of Sanskrit<sup>7</sup> as the root of almost all eastern and western languages;
- Progress-tracking using rigorous intra-year staff assessment, self and peer assessment, formative assessment, detailed reporting, and – as needed – early intervention and support classes;
- Lessons designed to be relevant to students' lives, to develop learning and questioning skills, and to deepen motivation, understanding and personal insight;
- Partnerships with universities, links with businesses, and opportunities for apprenticeships and work-related learning;
- Sincere and committed engagement of parents (and other family members) as co-educators.

**Character formation will be achieved through:**

- A curriculum that challenges students to reflect, think for themselves, explore the links between character and conduct, develop moral literacy and make their own well-informed lifestyle choices;

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<sup>7</sup> Sanskrit is as close as we can get to an essential language and contains divine concepts, a flawless system of grammar and gives access to the great eastern texts such as the Bhagavad Gita.

- Empowerment of students to empathise with others and to deeply reflect on their own choices and their social and personal impacts;
- Dedication to community cohesion, especially through service to the community and active partnership with other social, charity and community-based groups;
- Encouraging students to adopt conscientious and balanced lifestyles, underpinned by a sense of stewardship and an innate reverence for life, nature and the earth's resources;
- Provision of classes in yoga and meditation, and a vegetarian diet that is healthy and freshly cooked;
- Clean, uncluttered and sustainable learning environments that support the school's emphasis on mindfulness;
- Working collaboratively with the wider community, especially partner public agencies;
- Visits to diverse sacred places and educational venues;
- A broad offering of competitive and non-competitive sports, both within the curriculum and as extra-curricular opportunities;
- Opportunities for developing leadership, team building and personal integrity through partnerships with other organisations;
- Dedication to leadership at every level and nurture of students' voice and involvement, up to Governance level.

**Spiritual insight will be achieved through:**

- Positive and uplifting experiences of RE and Collective Worship;
- The singing of the names of the divine, with special but not exclusive focus on Krishna;
- Opportunities for self-discovery and spiritual exploration;



- Effective pastoral care that supports each students' personal, emotional and spiritual journey;
- Dedication to working in partnership with other faith schools/organisations to provide students an authentic experience of diverse spiritual traditions;
- Recognition that all of the world's great spiritual traditions represent the divinity in their distinctive ways;
- Authentic understanding of the worldviews underpinning various manifestations of religion and spirituality, with stress on their shared essence: a loving reciprocal and personal relationship with the divine;
- Exploration of faith and spirituality across different traditions in a probing and dialogic manner, with constructive critique of practices, philosophies and epistemologies to promote honest and empathetic dialogue;
- Encouragement of students to develop a broad-minded perspective by acknowledging the key roles of free choice, fidelity to tradition and exemplary role models;
- The warm and welcoming enrolment of young people from all backgrounds.
- Preparation of students to make up their own minds on issues of faith and belonging, religious and otherwise<sup>8</sup>;
- Rekindling of an awareness of an essential spiritual identity that unites all living beings, transcending all designations related to age, race, gender, species, faith affiliation and ability.

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<sup>8</sup> This element of the school's work will become increasingly more sophisticated as the pupils grow in experience and maturity, but it will be an entitlement for all.

## APPENDIX B

### The role of the Chair of the SSC in Avanti schools

#### **Role of the Chair<sup>9</sup>**

Being a Chair of the SSC is an important role in ensuring that the voice of pupils, parents, staff and other stakeholders is integral to leading and managing Avanti schools. To be effective, the chairman needs a good understanding of the role and its responsibilities so that the school gains maximum benefit from the work that you do.

#### **An effective Chair of SSC:**

- Works with the Principal to promote and maintain high standards of educational achievement;
- Ensures that the SSC works effectively as a team;
- With the SSC, supports the Principal to account for educational outcomes;
- Ensures oversight of the financial performance of the school.

The chair also needs to ensure that all members understand the role and responsibilities of the SSC and participate fully in the working groups or panels set by the SSC to carry out its delegated functions.

The key roles of the Chair, outlined below, are explored in the following pages:

**1. Leading effective governance:** giving the SSC a clear lead and direction, ensuring that the members work as an effective team and understand their responsibility and the part they play in supporting the strategic leadership and governance of the school and in driving school improvement.

**2. Building the team:** attracting members with the necessary skills and ensuring that tasks are delegated across the SSC so that all members contribute, and feel that their

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<sup>9</sup> The description of the role of the chair of SSC is an adaptation of 'Leading Governors: The role of the Chair of Governors in schools and academies'

individual skills, knowledge and experience are well used and that the overall workload is shared.

**3. Relationship with the Principal:** offering support and encouragement for effective delivery of day to day operations, and contributing to the Principal's performance management.

**4. Improving your school:** ensuring school improvement is the focus of all policy and strategy and that the SSC's work reflects school improvement priorities.

**5. Leading the business:** ensuring that the financial management of the school meets the Trusts' requirements, the school provides value for money in its use of resources and that SSC business is conducted efficiently and effectively.

The Chair plays a crucial role in setting the culture of the SSC and is first among equals, but has no individual power. The SSC is a corporate entity and its authority rest with the SSC as a whole. On occasions, the Chair may need to take Chair's action in an emergency, but any such action must be reported to the whole SSC as soon as possible.

Managing your time effectively is important to ensure you have the capacity to do what the Chair alone, needs to do. Generally being Chair should take up no more than 20 days a year, equal to about half a day for each week of term-time. Take time, with the Principal and governors, to set priorities and focus your work on these.

## **APPENDIX C**

### **DISQUALIFICATIONS FOR MEMBERS OF SSC**

A person shall be disqualified from serving on the SSC if:

1. His estate has been sequestrated and the sequestration has not been discharged, annulled or reduced; or he is the subject of a bankruptcy restrictions order or an interim order.
2. A person shall be disqualified from serving on the SSC at any time when he is subject to a disqualification order or a disqualification undertaking under the Trust Directors Disqualification Act 1986 or to an order made under section 429(2)(b) of the Insolvency Act 1986 (failure to pay under county court administration order).
3. A person serving on the SSC shall cease to hold office if he would cease to be a director by virtue of any provision in the Companies Act 2006 or 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).
4. A person shall be disqualified from serving on the SSC if he 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 was responsible or to which he was privy, or which he by his/her conduct contributed to or facilitated.
5. A person shall be disqualified from serving on the SSC at any time when he is:
  - a. Included in the list kept by the Secretary of State under section 1 of the Protection of Children Act 1999; or
  - b. Disqualified from working with children in accordance with Section 35 of the Criminal Justice and Court Services Act 2000; or

- c. Barred from regulated activity relating to children (within the meaning of section 3(2) of the Safeguarding Vulnerable Groups Act 2006).
- 6. A person shall be disqualified from serving on the SSC if he is a person in respect of whom a direction has been made under section 142 of the Education Act 2002 or is subject to any prohibition or restriction which takes effect as if contained in such a direction.
- 7. A person shall be disqualified from serving on the SSC where he has, at any time, been convicted of any criminal offence, excluding any that have been spent under the Rehabilitation of Offenders Act 1974 as amended, and 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.
- 8. After the School have opened, a person shall be disqualified from serving on the SSC if he has not provided to the Chairman of the SSC a criminal records certificate at an enhanced disclosure level under section 113B of the Police Act 1997. In the event that the certificate discloses any information which would in the opinion of either the Chairman or the Principals 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 Trust to determine the matter. The determination of the Trust shall be final.
- 9. Where, by virtue of this Scheme of Delegation, a person becomes disqualified from serving on the SSC; and he was, or was proposed, to so serve, he shall upon becoming so disqualified give written notice of that fact to the SSC.
- 10. These disqualifications, and those listed in *Appendix E*, shall also apply to any member of any committee of the SSC who is not a member of the SSC.

## APPENDIX D

### CHECKLISTS

#### Immediate Notifications

The following should form part of every Principals' report and must be reported to Avanti Head Office **immediately upon identification**. This forms part of the Trust's Risk Management Policy.

| IMMEDIATE NOTIFICATIONS OF THE BELOW AS AND WHEN THESE OCCUR   | DATE AS<br>INFORMED |
|--|---------------------|
| Child protection cases referred to LADO or above   |                     |
| Notification of planned Ofsted or DfE visits, inspections or audits  |                     |
| Admissions appeals – numbers and outcomes  |                     |
| Staff dismissals (consult Trust first) or suspensions, or actions from pupils or staff where the Trust/School may be brought into disrepute  |                     |
| Equal opportunities or conduct concerns in context of Trust's Ethos statement  |                     |
| Potential breaches of, or any potential issues in implementing: <ul style="list-style-type: none"> <li><input type="checkbox"/> Statutory, Legislative/regulatory requirements of schools and Trust (including H&amp;S)</li> <li><input type="checkbox"/> Articles of Association</li> <li><input type="checkbox"/> Master/Supplemental Funding Agreement</li> <li><input type="checkbox"/> Latest Academies Financial Handbook</li> <li><input type="checkbox"/> Latest Accounts Direction (EFA)</li> <li><input type="checkbox"/> Adopted accounting policies and control environment</li> <li><input type="checkbox"/> Data protection</li> <li><input type="checkbox"/> Adopted HR policies</li> <li><input type="checkbox"/> Any other legal/regulatory requirements</li> </ul> |                     |
| Significant capital/revenue budgetary issues   |                     |
| Deficit management measures, as agreed with the Trust, not being followed (where applicable)   |                     |
| Risk or failure to meet any Trust or external reporting deadlines  |                     |
| Significant Health & Safety incidents and issues, especially those instances where a claim against the school/Trust/staff is possible  |                     |
| Material theft/damage/loss/misuse of assets  |                     |
| Significant or regular proposed letting of school facilities (including non-income generating letting)   |                     |
| Significant challenge to implementing the Trust ethos, PRE or CW curriculum  |                     |
| Requests or appeals to do with the Withdrawal Policy, including PRE and CW   |                     |
| Instances of individual students being unable to access the national curriculum for whatever reason  |                     |
| Students unable to access extra-curricular activities due to financial constraints   |                     |
| FOI requests (to consult and seek approval from the Trust before forwarding final response)  |                     |
| Response to Press queries of Trust policies or activities and plans for media engagements or publishing major marketing collateral, including prospectuses (to consult Trust before confirming)  |                     |
| Any proposed payments/contracts with SSC members/Trustees, either directly or indirectly (e.g. through their company or their family members) must first be approved by AHO  |                     |
| Principal absence from school, including sickness  |                     |
| Any other urgent and important matter that the Principal and/or Chair of SSC deems necessary to inform the Trust about   |                     |

## Mandatory Reporting

The following should form part of every Principal's termly report to the Education Director and the SSC.

| MANDATORY REPORTING   | FREQUENCY/DATE OF SUBMISSION   |
|---|--|
| Report on the quality of teaching and learning, including the percentage of teaching that is outstanding, good, requires improvement and inadequate | Termly Principal's Report  |
| Outcomes of any monitoring visits by the Trust's education or Finance Directors' or an external agency e.g. the LA or DfE                           | Termly Principal's Report  |
| Report and comment on pupil progress and standards review outcomes  | Termly Principal's Report  |
| Report up-to-date end of year targets for pupils' performance and attendance  | Termly Principal's Report  |
| Report on staff training and development and its impact on quality of teaching  | Termly Principal's Report  |
| Report on school attendance, authorised, unauthorised and all exclusions, including internal  | Termly Principal's Report  |
| Report on admissions numbers (actual and projected) and any known appeals and any proposed admissions policy consultations                          | Termly Principal's Report  |
| Requests or appeals to do with the Withdrawal Policy, including PRE and CW  | Termly Principal's Report  |
| Instances of individual students being unable to access the national curriculum or extra-curricular activities due to financial constraints         | Termly Principal's Report  |
| Report on child protection cases and actions taken  | Termly Principal's Report  |
| Report incidents of racist, homophobic or any other kind of bullying reported by staff or pupils, actions taken and their impact                    | Termly Principal's Report  |
| Monthly accounts submitted to the Trust and local finance committee   | Monthly submission to Trust (submissions confirmed in Termly Principal's Report) |
| Significant challenge to implementing the Trust ethos, PRE or CW curriculum   | Termly Principal's Report  |
| Submit up-to-date Risk Assessment Register & Business Continuity Plan   | Termly Principal's Report  |
| Review and respond to Responsible Officer reports   | Annually – Spring Term Principal's Report  |
| Prepare draft budget for approval by the LGB/Trust  | Annually – Spring Term Principal's Report  |
| Report on the SEN and Inclusion policy, identifying support and opportunities given and progress made by learners                                   | Annually – Spring Term Principal's Report  |

## **APPENDIX E**

### **Terms of Reference of the SSC**

#### **1. CHAIRMAN AND VICE-CHAIRMAN/VICE-CHAIRMEN OF THE SSC**

- 1.1. The Directors shall appoint a Chairman of the SSC.
- 1.2. Where a vacancy arises in the office of Chairman, the Directors shall elect an individual to fill that vacancy.
- 1.3. The SSC will elect, by simple majority, one or two Vice-Chairmen from amongst their members provided that the person elected shall not be a person who is employed by the Trust.
- 1.4. Where the Chairman is absent from any meeting or there is at the time a vacancy in the office of the Chairman, a Vice-Chairman shall act as the chair for the purposes of the meeting.
- 1.5. Where there is no Vice-Chairman present, the members of the SSC shall elect one of their number to act as a Chairman for the purposes of that meeting, provided that the person elected shall not be a person who is employed by the Trust.

#### **2. CONFLICTS OF INTEREST**

- 2.1. Any member of the SSC who has or can have any direct or indirect duty or personal interest (including but not limited to any Personal Financial Interest or any conflicting loyalties, including close family ties) which conflicts or may conflict with his/her duties as a member of the SSC shall disclose that fact to the SSC as soon as he becomes aware of it. A person must absent himself from any discussions of the SSC in which it is possible that a conflict will arise between his/her duty to act solely in the interests of the School and any duty or personal interest (including but not limited to any Personal Financial Interest).
- 2.2. For the purpose of the above paragraph, a person has a Personal Financial Interest if he 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 School.

2.3. In any conflict between any provision of this Scheme of Delegation and the Articles, the Articles shall prevail.

2.4. Any disagreement between the members of the SSC and the Principal or any committee of the SSC shall be referred to the Directors for their determination.

### **3. THE MINUTES**

3.1. The minutes of the proceedings of a meeting of the SSC shall be drawn up and entered into a book kept for the purpose by the person authorised to keep the minutes of the SSC; and shall be signed (subject to the approval of the members of the SSC) at the same or next subsequent meeting by the person acting as Chairman thereof.

3.2. The Chairman shall ensure that draft and approved copies of minutes of all meetings of the SSC (and such of the committees as the Directors shall from time to time notify) shall be provided to the Directors as soon as reasonably practicable, but certainly no later than 2 weeks after the meeting has happened for draft minutes and no later than 1 week after approved minutes have been signed.

3.3. All minutes of the SSC must be accompanied by the Trust's SSC checklist and Principal's checklist (see *Appendix D*).

### **4. WORKING GROUPS**

4.1. Subject to this Scheme of Delegation, the SSC may establish other working groups. The constitution, membership and proceedings of any working groups shall be determined by the SSC but having regard to any views of the Directors. The establishment, terms of reference, constitution and membership of any such working groups shall be reviewed at least once in every twelve months (see *Appendix H*). The membership of any working groups may include persons who do not also serve on the SSC, provided that a majority of the members of any such working groups shall be members of the SSC or

Directors. The SSC may determine that some or all of the members of a committee who are not Directors or who do not serve on the SSC shall be entitled to vote in any proceedings of the working group. No vote on any matter shall be taken at a meeting of a working group committee unless the majority of members present either are Directors or who serve on the SSC.

## **5. DELEGATION**

5.1. Provided such power or function has been delegated to the SSC, the SSC may further delegate to any person serving on the SSC, committee, the Principals or any other holder of an executive office, such of their powers or functions as they consider desirable to be exercised by them. Any such delegation may be made subject to any conditions either the Directors or the SSC may impose and may be revoked or altered. The terms of reference for any committee of the SSC shall be consistent with any policy or statement of recommended practice issued from time to time by the Directors.

5.2. Where any power or function of the Directors or the SSC is exercised by any committee, any Director or member of the SSC, the Principals or any other holder of an executive office, that person or subcommittee shall report to the SSC in respect of any action taken or decision made with respect to the exercise of that power or function at the meeting of the SSC immediately following the taking of the action or the making of the decision.

## **6. MEETINGS OF THE SSC**

6.1. Subject to this Scheme of Delegation, the SSC may regulate its proceedings as the members of the SSC think fit.

6.2. The SSC shall meet **three** times in every school year. Meetings of the SSC shall be convened by the clerk to the SSC. In exercising his/her functions under this Scheme of Delegation, the clerk shall comply with any direction:

6.2.1. given by the Directors or the SSC; or

6.2.2. given by the Chairman of the SSC or, in his/her absence or where there is a vacancy in the office of Chairman, a Vice-Chairman of the SSC, so far

as such direction is not inconsistent with any direction given as mentioned herein.

6.3. Any five members of the SSC may, by notice in writing given to the clerk, requisition a meeting of the SSC; and it shall be the duty of the clerk to convene such a meeting as soon as is reasonably practicable.

6.4. Each member of the SSC shall be given at least seven clear days before the date of a meeting:

6.4.1. notice in writing thereof, signed by the secretary, and sent to each member of the SSC at the address provided by each member from time to time; and

6.4.2. a copy of the agenda for the meeting;

6.4.2.1. provided that where the Chairman or, in his/her absence or where there is a vacancy in the office of Chairman, a Vice-Chairman, so determines on the ground that there are matters demanding urgent consideration, it shall be sufficient if the written notice of a meeting, and the copy of the agenda thereof are given within such shorter period as he directs.

6.5. 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.

6.6. A resolution to rescind or vary a resolution carried at a previous meeting of the SSC shall not be proposed at a meeting of the SSC unless the consideration of the rescission or variation of the previous resolution is a specific item of business on the agenda for that meeting.

6.7. A meeting of the SSC shall be terminated forthwith if:

6.7.1. the members of the SSC so resolve; or

6.7.2. the number of members present ceases to constitute a quorum for a meeting of the SSC in accordance with the remainder of this section.

- 6.8. Subject to the remainder of this section, the quorum for a meeting of the SSC, and any vote on any matter thereat, shall be any three of the members of the SSC, or, where greater, any one third (rounded up to a whole number) of the total number of persons holding office on the SSC at the date of the meeting. If the Directors have appointed any additional members of the SSC, a majority of the quorum must be made up of such persons.
- 6.9. The SSC may act notwithstanding any vacancies on its board, but, if the numbers of persons serving is less than the number fixed as the quorum, the continuing persons may act only for the purpose of filling vacancies or of calling a general meeting.
- 6.10. The quorum for the purposes of any vote on the removal of a person in accordance with this Scheme of Delegation shall be any two-thirds (rounded up to a whole number) of the persons who are at the time persons entitled to vote on those respective matters.
- 6.11. Subject to this Scheme of Delegation, every question to be decided at a meeting of the SSC shall be determined by a majority of the votes of the persons present and entitled to vote on the question. Every member of the SSC shall have one vote.
- 6.12. Where there is an equal division of votes, the Chairman of the meeting shall have a casting vote in addition to any other vote he may have.
- 6.13. The proceedings of the SSC shall not be invalidated by:
- 6.13.1. any vacancy on the board; or
  - 6.13.2. any defect in the election, appointment or nomination of any person serving on the SSC.
- 6.14. A resolution in writing, signed by all the persons entitled to receive notice of a meeting of the SSC or of a committee of the SSC, shall be valid and effective as if it had been passed at a meeting of the SSC or (as the case may be) a committee of the SSC duly convened and held. Such a resolution may consist of several documents in the same form, each signed by one or more of

the members of the SSC and may include an electronic communication by or on behalf of the SSC indicating his/her agreement to the form of resolution providing that the member has previously notified the SSC in writing of the email address or addresses which the member will use.

6.15. The SSC shall ensure that a copy of the below are, as soon as is reasonably practicable, made available at the School to persons wishing to inspect them:

6.15.1. the agenda for every meeting of the SSC;

6.15.2. the draft minutes of every such meeting, if they have been approved by the person acting as Chairman of that meeting;

6.15.3. the signed minutes of every such meeting; and

6.15.4. any report, document or other paper considered at any such meeting,

6.16. There may be excluded from any item required to be made available, any material relating to:

6.16.1. a named teacher or other person employed, or proposed to be employed, at the School;

6.16.2. a named pupil at, or candidate for admission to, the School; and

6.16.3. any matter which, by reason of its nature, the SSC is satisfied should remain confidential.

6.17. Any member of the SSC shall be able to participate in meetings of the SSC by telephone or video conference provided that:

6.17.1. he has given notice of his/her intention to do so detailing the telephone number on which he can be reached and/or appropriate details of the video conference suite from which he shall be taking part at the time of the meeting at least 48 hours before the meeting; and

6.17.2. the SSC has access to the appropriate equipment, and

6.17.3. if after all reasonable efforts it does not prove possible for the person to participate by telephone or video conference, the meeting may still proceed with its business provided it is otherwise quorate.

## **7. NOTICES**

7.1. Any notice to be given to or by any person pursuant to this Scheme of Delegation (other than a notice calling a meeting of the SSC) shall be in writing or shall be given using electronic communications to an address for the time being notified for that purpose to the person giving the notice. In these Articles, "Address" in relation to electronic communications, includes a number or address used for the purposes of such communications.

7.2. A member of the SSC present, either in person or by proxy, at any meeting of the SSC shall be deemed to have received notice of the meeting and, where necessary, of the purposes for which it was called.

7.3. Proof that an envelope containing a notice was properly addressed, prepaid and posted shall be conclusive evidence that the notice was given. Proof that a notice contained in an electronic communication was sent in accordance with guidance issued by the Institute of Chartered Secretaries and Administrators shall be conclusive evidence that the notice was given. A notice shall be deemed to be given at the expiration of 48 hours after the envelope containing it was posted or, in the case of a notice contained in an electronic communication, at the expiration of 48 hours after the time it was sent.

## **8. INDEMNITY**

8.1. Subject to the provisions of the Companies Act 2006 every member of the SSC or other officer or auditor of the Trust acting in relation to the School shall be indemnified out of the assets of the Trust against any liability incurred by him in that capacity in defending any proceedings, whether civil or criminal, in which judgement is given in favour or in which he is acquitted or in connection with any application in which relief is granted to him by the court from liability for negligence, default, breach of duty or breach of trust in relation to the affairs of the Trust.

## **APPENDIX F**

### **SCHOOL APPOINTMENTS**

Below are the procedures, approved by Trust Directors, which should be followed by schools when appointing new staff.

1. All Principals are Trust appointments.
2. The following are to be joint appointments<sup>10</sup> between the school and the Trust:
  - Deputy Principal
  - Finance/Business Manager
  - Philosophy, Religion and Ethics Coordinator
3. All other appointments are delegated to the Principal/ The school must also invite Trust participation in any SLT recruitment, which includes posts of deputy and vice principals.

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<sup>10</sup> Joint appointments should include at least either the Trust CEO, FD or ED, as well as the relevant Principal and any nominated governors.

## **APPENDIX G**

### **TERMS OF REFERENCE FOR REMUNERATION COMMITTEE AND AUDIT COMMITTEE**

#### **Remuneration Committee TOR**

##### **Constitution**

1. The Board of Trustees resolved to establish a committee of the board to be known as the Remuneration Committee.

##### **Membership & Quorum**

2. The Remuneration Committee shall consist of a minimum of three members who shall be non-executive members of the Board of Trustees and shall be appointed by the Board.
3. The committee shall choose out of its own numbers one member to be the Chair of the committee.
4. The committee may request the Chief Executive and/or Finance Director to be in attendance during the meeting.
5. For a meeting to commence a minimum of 3 members of the committee must be present.
6. Decisions at meetings shall be determined by majority vote. In the event of a tied vote, the Chair or acting Chair shall have a second or casting vote.

##### **Duties**

7. To determine pay levels for AHO staff only.
8. Specifically, to agree the pay level of the CEO and AHO Senior Team.
9. To hear appeals on pay decisions for other AHO staff as per the below chart.

##### **AST Pay Decisions**



| <b>Role</b>     | <b>Recommender</b> | <b>Decision/Reviewer</b> | <b>Appeal</b>     |
|-----------------|--------------------|--------------------------|-------------------|
| Trust CEO       | Trust Chair        | Remuneration Committee   | Board of Trustees |
| AHO Senior Team | Trust CEO          | Remuneration Committee   | Board of Trustees |
| Other AHO staff | Line Manager       | CEO                      | Pay Committee     |

### **Audit Committee TOR**

#### **Constitution**

1. The Board of Trustees resolved to establish a committee of the board to be known as the Audit Committee.

#### **Membership and Quorum**

2. The Audit Committee shall consist of a minimum of three members who shall be non-executive members of the Board of Trustees and/or other suitably qualified individuals who are not employees of the Trust, and shall be appointed by the Board.
3. The committee shall choose out of its own numbers one member to be the Chair of the committee.
4. Board members who are not members of the Audit Committee should have the right of attendance. The secretary will circulate minutes of meetings of the Audit Committee to all members of the Board.
5. The Chief Executive in his/her role as Accounting Officer, the Finance Director will normally attend meetings of the committee but shall not be entitled to voting rights.
6. For a meeting to commence, a minimum of 3 members of the committee must be present.

7. Decisions at meetings shall be determined by majority vote. In the event of a tied vote the Chair or acting Chair shall have a second or casting vote.

### **Frequency of Meetings**

8. The committee shall meet at minimum once a term. The external auditor may request a meeting if he considers one necessary.

### **Authority**

9. The Audit Committee is an advisory body with no executive powers. However, it is authorised by the board to investigate any activity within its terms of reference, and to seek any information it requires from staff, who are requested to co-operate with the committee in the conduct of its enquiries.
10. The Audit Committee is authorised to obtain independent professional advice if it considers this necessary.

### **Duties**

11. The specific duties of the committee shall be to:
  - a. Review the body's internal and external financial statements and reports to ensure that they reflect best practice;
  - b. Discuss with the external auditor the nature and scope of each forthcoming audit and to ensure that the external auditor has the fullest co-operation of staff;
  - c. Consider all relevant reports by the appointed external auditor, including reports on the body's accounts, achievement of value for money and the response to any management letters;
  - d. Review the effectiveness of the body's internal control system established to ensure that the aims, objectives and key performance targets of the organisation are achieved in the most economic, effective and environmentally preferable manner;
  - e. Consider and advise the Board on the body's annual and long-term audit programme;
  - f. Consider any other matters where requested to do so by the Board.

## APPENDIX H

### TERMS OF REFERENCE FOR THE SSC FINANCE WORKING GROUP (FWG)

|                      |  |                                 |
|----------------------|--|---------------------------------|
| Purpose              | To support the Full SSC and Principal in the achievement of the School's objectives through sound planning, management, effective use and safeguarding of the School's financial and other resources.  |                                 |
| Membership           | <ul style="list-style-type: none"> <li>At minimum it shall consist of The Finance Manager, The school Principal and two members of the SSC</li> <li>The FWG may make recommendations to the SSC for the co-option of non-SSC (associate) members.</li> <li>The membership will be reviewed and determined annually by the SSC.</li> </ul>                                |                                 |
| Other Attendees      | <ul style="list-style-type: none"> <li>The Avanti Schools Trust (AST) Accounting Officer (Chief Executive) and Finance Director should be invited to all committee meetings, but their attendance is not compulsory.</li> <li>Other relevant participants may be invited to meetings by the committee as and when required.</li> </ul>                                   |                                 |
| Chair and Vice Chair | <ul style="list-style-type: none"> <li>To be a member of the SSC, i.e. associate members cannot fulfil these roles.</li> <li>To be appointed by the SSC at the first meeting of the academic year following the appointment of SSC members.</li> <li>In the absence of the Chair or Vice-Chair, the quorate membership will appoint a Chair for that meeting.</li> </ul> |                                 |
| Clerk                | <ul style="list-style-type: none"> <li>A clerk must be appointed for the FWG.</li> <li>In his/her absence, one of the members present will be an acting clerk.</li> </ul>  |                                 |
| Quorum               | <ul style="list-style-type: none"> <li>Two members who are also members of the SSC.</li> <li>Decisions at meetings shall be determined by majority vote.</li> <li>In the event of a tied vote the Chair or acting Chair shall have a second or casting vote.</li> </ul>  |                                 |
| Meetings             | Frequency  | Minimum of one per school term. |

|  |         |  |
|--|---------|--|
|  | Notice  | At least one week before the meeting, in writing and with agenda.  |
|  | Minutes | To be circulated within two weeks of the meeting and distributed to: <ul style="list-style-type: none"> <li>• The FWG</li> <li>• The SSC prior to the next full meeting</li> <li>• AST Accounting Officer (Chief Executive)</li> <li>• AST Finance Director</li> </ul> |

At the first meeting of the FWG in each academic year it should:

- Agree a programme of meetings for the year, having regard to the dates for the full SSC meetings for the same period;
- Agree work priorities;
- Identify a development programme for new members of the FWG, including training where relevant.

At the first meeting of the SSC in each academic year it should:

- Consider and confirm the membership of the FWG and clerking arrangements;
- Appoint a Chairperson and Vice-Chairperson
- Consider and confirm the FWG's recommendations for modification to its terms of reference, its delegated powers and priorities for the academic year. Any changes to the standard terms of reference and delegated powers must first be agreed with the Trust.

The FWG is permitted/required to do the following:

|                                      |  |
|--------------------------------------|--|
| Budget Preparation<br>(as indicated) | <ul style="list-style-type: none"> <li>• To understand the schools indicative funding and to take a view on the adequacy of funding (Spring Term).</li> <li>• To report matters of significant concern to the SSC/AST Finance Director with regards to funding (Spring Term).</li> </ul> |
|--------------------------------------|--|

|                                       |   |
|---------------------------------------|---|
|                                       | <ul style="list-style-type: none"> <li>• Scrutinise each version of budget and send consolidated response to the school (Autumn Term)</li> <li>• Once reviewed by both FWG to recommend approval by the Principal and the Board (Spring Term).</li> <li>• To determine, in their view, if there are sufficient funds available for pay increments as recommended by the Principal (Autumn Term).</li> <li>• To annually review if the school has purchased appropriate Service Level Agreements (SLAs) which represent value for money. (Autumn Term)</li> </ul>  |
| Budget Monitoring (monthly)           | <ul style="list-style-type: none"> <li>• To scrutinise monthly management accounts and provide consolidated responses to the school.</li> <li>• To monitor spend against budget/forecast and to ensure that the expenditure remains within the prescribed limits.</li> <li>• To review the current and re-forecasted end of academic year situation of the School and evaluate any financial risks related to this.</li> <li>• To report matters of significant concern to the SSC and AHO</li> <li>• To ensure any risk of deficit in the budget is immediately reported to the Trust Finance Director and to the SSC.</li> <li>• To review and suggest measures for deficit risk management (including meeting on a more frequent basis where required).</li> <li>• To review and assist the School in adhering to AST deficit management measures</li> </ul> |
| Control Environment & Policy (termly) | <ul style="list-style-type: none"> <li>• To monitor if the School operates within approved AST financial control policies and the scheme of delegation, recommendations of the Trust and any other statutory/regulatory requirements. In particular, the Academies Financial Handbook and Master Funding Agreement.</li> <li>• To monitor compliance with the principles of best value.</li> <li>• To evaluate if the School maintains sound systems, practices and procedures of the Trust to provide effective internal control.</li> <li>• To annually review and recommend amendments to AST finance related policies to AHO.</li> </ul>  |

|                                       |   |
|---------------------------------------|---|
|                                       | <ul style="list-style-type: none"> <li>• To establish, maintain and regularly review a risk register.</li> </ul>  |
| Controls Review & Monitoring (termly) | <ul style="list-style-type: none"> <li>• To assess the scope and effectiveness of the systems established by management to identify, assess, manage and monitor financial and non-financial risks (this can include placing reliance on suitable audits of those controls and/or confirming that appropriate in-house reviews or self-assessments of those controls have been undertaken).</li> <li>• To review RO reports and adequacy of responses and actions to be taken as a result.</li> <li>• To evaluate any comments related to the school from the auditor's management report and the adequacy of responses and actions to be taken as a result.</li> <li>• At each meeting, to formally ask the Principal and Finance Officer if they are aware of any breaches of controls or risks which require addressing.</li> </ul> |
| Delegations (Autumn term)             | <ul style="list-style-type: none"> <li>• To draft and recommend financial delegations for the Principal and other staff to the FGB.</li> <li>• To monitor all such delegations are in line with good practice and in line with AST's financial policies and the Purchasing and Procurement Matrix.</li> <li>• To review the School holds copies and fully complies of all approved delegations.</li> <li>• To annually review all delegations, recommend any appropriate changes.</li> </ul>  |
| Other (Autumn term)                   | <ul style="list-style-type: none"> <li>• To evaluate and monitor fundraising activities.</li> <li>• Assess the School's insurance cover to ensure that it provides adequate protection against risks.</li> <li>• To carry out any other finance related tasks as delegated by the SCC.</li> </ul>   |
| Premises (as and when)                | <ul style="list-style-type: none"> <li>• To review reports from the School and the School's health &amp; safety audit provider, and to make relevant recommendations to the Principal.</li> <li>• To monitor the relevant health &amp; safety related policies and procedures, and their effectiveness.</li> </ul>  |

|                                   |   |
|-----------------------------------|---|
|                                   | <ul style="list-style-type: none"> <li>• To support the School in seeking to identify and remediate any significant health &amp; safety risks</li> <li>• To keep under review the School's premises and accommodation, and make related recommendations to the FGB.</li> </ul>  |
| Human Resources<br>(as indicated) | <ul style="list-style-type: none"> <li>• To consider any significant Human Resources matters brought to the attention of the committee by the School (as and when).</li> <li>• To monitor and evaluate the implementation of AST's HR Policies Handbook.</li> <li>• To consider and recommend changes to AST's HR Policies Handbook to the Trust CEO (Summer term).</li> <li>• To review any supplementary HR Policies issued by the School are approved by the Trust CEO (Summer term).</li> <li>• To convene any HR related governor panels, as and when required.</li> </ul> |
| Pay<br>(Autumn term)              | <ul style="list-style-type: none"> <li>• To ensure that pay recommendations are clearly linked to effective performance management systems embedded at the School.</li> <li>• To monitor pay recommendation procedures outlined in the AST HR Policies Handbook have been adhered to.</li> <li>• To review relevant pay changes as proposed by the School from a budgetary perspective.</li> </ul>  |

## APPENDIX I

### TERMS OF REFERENCE FOR THE SSC STANDARDS WORKING GROUP (SWG)

|                      |   |                                 |
|----------------------|---|---------------------------------|
| Purpose              | To support the SSC in the achievement of the School's objectives through planning and monitoring of curriculum, pupil progress, attainment, quality of teaching, safeguarding and other issues related to the school's curriculum, including statutory requirements and the Trust's curriculum policy.  |                                 |
| Membership           | <ul style="list-style-type: none"> <li>• A minimum of four members of the SSC.</li> <li>• The SWG may make recommendations to the SSC for the co-option of non-governor (associate) members with or without voting rights.</li> <li>• The Principal is, ex-officio, a member of the SWG without voting rights.</li> <li>• The membership will be reviewed and determined annually by the SSC</li> </ul> |                                 |
| Other Attendees      | <ul style="list-style-type: none"> <li>• Non-voting participants may be invited to meetings by the SWG as and when required.</li> </ul>   |                                 |
| Chair and Vice Chair | <ul style="list-style-type: none"> <li>• To be a member of the SSC, i.e. associate members cannot fulfil these roles.</li> <li>• To be appointed by the SSC at the first meeting of the academic year following the appointment of FGB members.</li> <li>• In the absence of the Chair or Vice-Chair, the quorate membership will appoint a chair for that meeting.</li> </ul>                          |                                 |
| Clerk                | <ul style="list-style-type: none"> <li>• A clerk must be appointed for the SWG.</li> <li>• In his/her absence, one of the members present will be an acting clerk.</li> </ul>   |                                 |
| Quorum               | <ul style="list-style-type: none"> <li>• Three members who are also members of the SSC.</li> <li>• Decisions at meetings shall be determined by majority vote.</li> <li>• In the event of a tied vote the Chair or acting Chair shall have a second or casting vote.</li> </ul>   |                                 |
| Meetings             | Frequency   | Minimum of one per school term. |



|  |         |   |
|--|---------|---|
|  | Notice  | At least one week before the meeting, in writing and with agenda.   |
|  | Minutes | To be circulated within two weeks of the meeting and distributed to: <ul style="list-style-type: none"> <li>• The members of SWG</li> <li>• The SSC prior to the next full meeting</li> <li>• AST Education Director</li> </ul> |

At the first meeting of the SWG it should:

- Elect a chair (if this has been delegated to the SWG by the SSC);
- Determine the quorum for any meeting of the SWG. In any event, the quorum must be not less than three governors who are members of the SWG;
- Agree a programme of meetings for the year, having regard to the dates for the full SSC meetings for the same period;
- Agree work priorities;
- Identify development programme for new members of the SWG, including training at relevant courses offered by the LEA.

At the first meeting of the SSC in each academic year, the SSC should:

- Consider and confirm the SWG's recommendations for modification to its terms of reference, its delegated powers and priorities for the academic year;
- Consider and confirm the membership of the SWG, process for electing a Chair and clerking arrangements.

The SWG is permitted/required to do the following:

|   |        |
|---|--------|
| Reviewing, on an agreed basis, the school's policies on issues relating to the curriculum, and (in consultation with the Principal) making recommendations to the SSC. This should include policies | Autumn |
|---|--------|

|   |   |
|---|---|
| on collective worship, religious education and sex and relationship education.  |   |
| <p>Appoint the membership of members' pupil admissions SWG which will be not less than three members of the SSC.</p> <p>Approve the terms of reference for the admissions SWG and the annual schedule for processing all new and in-year admissions to the school for the nursery classes and statutory school age.</p> <p>Agree and submit to the Trust for approval the school's policy on admissions and appeals which must be compliant with the admissions code and the Trust's policy on school admissions, its ethos and vision for its schools.</p> | Autumn and keep under review at each termly meeting thereafter. |
| Identifying individual link members to take a lead role in specific areas of the curriculum: SEND, Literacy, Numeracy, Safeguarding ICT.  | Autumn  |
| Receiving reports from the Principal/SLT on systems for assessing, recording and reporting pupils' attainment and progress.   | Autumn  |
| Consulting with the Principal on information about pupil performance and implications for development priorities, reporting back to the SSC.  | Autumn  |
| Considering progress achieved during the previous academic year particularly on curriculum and standards related priorities of the school improvement plan and post OFSTED action plan.   | Autumn  |
| Making recommendations for a programme of members' visits to the school to support members of the SSC to get to know the impact of policies and improvement work on pupils' learning and standards.   | Autumn  |

|  |        |
|--|--------|
| Receiving and considering the Principal's views on curriculum priorities and presenting costed priorities to the FC of the SSC for consideration/approval.   | Spring |
| Undertaking self-review for the year to assess whether priorities for improvement have been achieved; making recommendations to the SSC on SWG membership, terms of reference, delegated powers and new year priorities. | Summer |
| Receiving reports from governors with responsibility for SEND, Literacy, Numeracy, ICT and to advise/make recommendations to the SSC as appropriate.   | Termly |
| Reviewing up to date statements for inclusion on the school web-site on Pupil Premium, funding for Sport and P.E, and SEND.  | Termly |

## APPENDIX I

### DELEGATED ROLES AND RESPONSIBILITIES ACROSS SCHOOL LEADERSHIP AND RESOURCES.

#### School Leadership Delegation:

| Aspect  | AST Board   | CEO and Central team  | SSC   | School   |
|---|---|---|---|--|
| <b>Overall school accountability, strategy and policy</b> | <p>Set out the Trust's vision, and strategic direction for the schools including its ambition for future growth.</p> <p>Preserve and develop the ethos and religious character of Avanti schools by ensuring that each school implements the Trust strategy and policy on Philosophy Religion and Ethics (PRE) and Collective Worship (CW).</p> | <p>As the strategic decision-making body of its schools, define the high expectations for progress and attainment of all pupils, and high professional standards expected of staff and governors.</p> <p>Establish a termly cycle of school review for monitoring the schools' performance and continuous improvement to deliver excellent educational provision.</p> | <p>Ensure that the School's strategic vision and ethos is in line with the overall expectation and direction of the Trust.</p> <p>Contribute to the School's strategic improvement priorities and framework for action.</p> <p>Support the school to make sure that all statutory duties are met.</p> | <p>Undertake comprehensive school self-evaluation to capture the key strategic priorities in an operational school improvement plan</p> <p>Set out detailed actions and measures to drive school improvement</p> <p>Deliver on the high expectations for progress and attainment of all pupils and professionalism of all staff by setting challenging</p> |

| Aspect | AST Board  | CEO and Central team  | SSC  | School   |
|--------|--|---|--|--|
|        | <p>Ensure that the teaching of PRE is reported upon by a cycle of section 48 inspections of the schools.</p> <p>Review the outcomes of school reviews and hold the AHO Senior Team to account for school performance and improvement.</p> <p>Approve all Trust policies to ensure that the schools and AHO Senior Team are fully compliant with all statutory duties at all times.</p> | <p>Set Trust wide policies on all areas of schools' statutory responsibilities.</p> <p>Determine the policy on overall scope, pedagogical principles and expectations underpinning assessment and the school curriculum design and delivery in Avanti schools.</p> <p>Devise the strategy, policy and schemes of work for the teaching of PRE curriculum and the approach to CW across all schools.</p> | <p>Support the school to implement the Trust policies in all areas of schools' work, including assessment, the whole school curriculum, PRE and CW. Any changes to the policies must only be made with prior written consent of the Education Director.</p> <p>Maintain an up to date knowledge of the schools' progress on its improvement plan by reviewing the school's progress at termly SSC meetings</p> | <p>performance targets for pupils and staff.</p> <p>Fully implement the Trust's policies in leading on the day-to-day running of the school.</p> <p>Seek ED agreement on proposed changes to central policies or procedures prior to affecting amendments.</p> <p>Ensure completion of mandatory reporting as required by AST for termly reporting to the ED and SSC</p> |

| Aspect | AST Board   | CEO and Central team  | SSC  | School  |
|--------|---|---|--|---|
|        | Approve the pupil exclusion policy for all Trust schools. | <p>Review the mandatory termly reports from each SSC to identify and monitor risks to the Schools' implementation of the Trust policies.</p> <p>Approve the Schools' targets for overall pupil performance annually.</p> <p>Devise the Schools' exclusions policy and support schools and panels to handle exclusions appeals.</p> <p>Support the SSCs by representing the Trust on tribunals or panels dealing</p> | <p>Set up SSC members' panels for handling parental complaints, pupil exclusions, staff appointments, and other HR matters including disciplinary and grievance hearings.</p> <p>Review reports from school to monitor the frequency, nature, and patterns of pupil and staff attendance and exclusions.</p> <p>Act as school ambassadors to extend school partnerships with community including volunteers, mentors and</p> | <p>Ensure that the design and teaching of assessment, the school curriculum, schemes of work in all areas of the school curriculum, PRE and CW are fully cognisant of the AST approved curriculum and assessment strategy and policies.</p> <p>Fully co-operate and constructively engage with the Trust led school reviews as a way of securing the necessary improvements required to achieve outstanding outcomes for all pupils</p> |

| Aspect | AST Board | CEO and Central team   | SSC                                 | School |
|--------|-----------|--|-------------------------------------|--------|
|        |           | <p>with disciplinary matters that involve Principals, parents or and members of the SSC.</p> <p>Develop and keep under review the statutory school policies on admissions to ensure that these are fully compliant.</p> <p>Appoint school Principals and Deputy Principals and participate in joint appointments as per the Accountabilities Framework.</p> <p>Conduct performance review of Principals with the</p> | employers for curriculum enrichment |        |

| Aspect                   | AST Board   | CEO and Central team   | SSC  | School  |
|--------------------------|---|--|--|---|
|                          |   | <p>governors' appraisal panel and approve the salary decisions.</p> <p>Maintain good industrial relations with trade unions.</p>   |  |   |
| <b>School Admissions</b> | <p>Hold the AHO Senior Team to account for compliance with the Admissions Code in its policies and practice on admissions to each of the schools.</p> <p>Review and approve the admission policies for each of the schools.</p> | <p>Fulfil all the responsibilities as the admissions authority for Avanti school to ensure that AST is fully compliant of its statutory duties in this respect.</p> <p>Ensure that all the schools follow the Trust policies and the operational practices are fully complaint with the Admissions Code.</p> | <p>Establish and monitor the work of the admissions committee responsible for overseeing the school's admissions.</p> <p>Monitor the implementation of the school's admission policy and seek written agreement from the Trust for any proposed changes.</p> | <p>Ensure that the school has appropriate systems in place to accurately administer admissions as per the Trust policy and the expectations of the Admissions Code.</p> <p>Work closely with the LA as the coordinating agency to ensure that the parents receive the correct information as applies to</p> |



| Aspect | AST Board | CEO and Central team   | SSC  | School   |
|--------|-----------|--|--|--|
|        |           | <p>Provide guidance to schools on engagement with Local Authority (LA) protocols for fair access and in-year placements.</p> <p>Respond to the adjudicator in case of complaints against the schools' admissions to Trust schools.</p> | <p>Report the outcomes of appeals to AHO.</p> <p>Monitor the admission numbers and the potential impact on school.</p> | <p>the admission criteria for each of the Avanti schools.</p> <p>Prepare for the admission appeals hearings and represent the Trust on appeals hearing in strict adherence with the Admissions code</p> <p>Keep the central senior team informed of policy issues and appeals through the termly mandatory reporting arrangements in place for SSCs and schools.</p> <p>Keep the SSC informed of the admission numbers</p> |

| Aspect                                   | AST Board  | CEO and Central team  | SSC   | School  |
|--|--|---|---|---|
|  |  |   |   | and any issues arising from the parent body of /alleged mal-administration at the earliest possible.  |
| <b>Safeguarding and Child Protection</b> | <p>Approve policies for safeguarding and child protection for Avanti schools.</p> <p>Hold the AHO Senior Team to account for compliance with the schools' and Trusts' statutory duties and responsibilities under the Counter-Terrorism and Security Act 2015 to prevent young people from being drawn into terrorism.</p> | <p>Prepare and keep under review school AST policies for safeguarding and child protection (including children who go missing from education), and staff conduct while making sure these are compliant with the school's statutory responsibilities and pay due regard to DfE guidance on best practice.</p> <p>Have due regard to the statutory Prevent guidance</p> | <p>Support the school to make sure that effective risk assessments are in place to safeguard and secure pupils' welfare and protection.</p> <p>Work closely with the school to ensure that appropriate procedures are in place for inter-agency working in line with statutory guidance <i>Working Together to Safeguard Children 2015</i>.</p> | <p>The Principal and SLT have systems in place to fulfil their duty to promote the safety and well-being of pupils and staff.</p> <p>School's safeguarding arrangements pay due regard to the procedures, protocols and practice of the LA as part of the inter-agency structure set up by LSCBs.</p> |

| Aspect | AST Board   | CEO and Central team   | SSC   | School  |
|--------|---|--|---|---|
|        | Ensure that the Trust is compliant with the requirements of safer recruitment, and selection. | <p>in devising and enforcing policies that support the schools to fulfil the requirements on schools for risk assessment, partnership working, staff training and ICT policies.</p> <p>Support the schools in creating a culture of safe recruitment and adopt procedures that help deter, reject, or identify people who might abuse children.</p> <p>Lead on complaints against the Principal and supports SSC in handling complaints against a member of staff.</p> | <p>Regularly review the implementation of the Trust policies so the school is compliant with its duties and responsibilities.</p> <p>Receive the reports on pupils progress and standards each term to keep pupil outcomes under review</p> | <p>School's child protection procedures are in accordance with government guidance and refer to locally agreed (LSCB) protocols, and are followed by all staff.</p> <p>School updates procedures annually and make them publicly available via the school's website.</p> <p>Undertake an annual audit of safeguarding ensure that the school's procedures and protocols are compliant and robustly monitored for their impact</p> |

| Aspect | AST Board | CEO and Central team  | SSC | School   |
|--------|-----------|---|-----|--|
|        |           | <p>Undertake Trust wide audits to ensure that schools are fully compliant with different aspects of their statutory duties and responsibilities</p> |     | <p>on pupil safety, protection and well-being</p> <p>Appoint a designated safeguarding lead person from the SLT to take on the role as described in the statutory guidance for schools.</p> <p>Liaise with designated LA officer in case of allegations of abuse made against the Principal or member of the SSC.</p> <p>Establish constructive professional relationships with the LA and other multidisciplinary support</p> |

| Aspect | AST Board | CEO and Central team | SSC | School  |
|--------|-----------|----------------------|-----|---|
|        |           |                      |     | <p>agencies to provide for the interventions needed to protect and educate pupils.</p> <p>Report to the CEO all cases that involve the LADO or external agency intervention</p> <p>Appoint appropriately trained designated staff to promote the well-being and educational achievement of pupils with special educational needs and those looked after currently or were subject to care orders in the past.</p> |

| Aspect | AST Board | CEO and Central team | SSC | School  |
|--------|-----------|----------------------|-----|---|
|        |           |                      |     | <p>Monitor and report the achievement, standards and well-being of disadvantaged and SEND pupils including those (but not exclusively so) who are eligible for pupil premium or Ever 6 to the ED as part of half termly progress reviews.</p> <p>Report the outcomes of bi-annual staff, pupil and stakeholder satisfaction to the ED as part of the school review process.</p> |

### Resources Delegation:

| Aspect             | School/Principal   | SSC   | AHO Senior Team  | Audit Committee   | AST Board  |
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| Budget Preparation | <p>To consider the School's indicative funding, notified annually by the EFA and/or LA, and to assess its implications for the School drawing any matters of significance or concern to the attention of the FC and AHO Senior Team</p> <p>Prepares first version of the budget and circulate to SSC/AHO Senior Team taking into account the agreed priorities of the School</p> | <p>To understand the schools indicative funding and to take a view on the adequacy of funding</p> <p>To report matters of significant concern to the AHO Senior Team</p> <p>Scrutinise each version of the budget and send consolidated response to the Principal</p> | <p>To consider the School's indicative funding, notified annually by the EFA and/or LA, and to assess its implications for the School drawing any matters of significance or concern to the attention of the Audit Committee/Board</p> <p>To support the school, and/or lead discussions, with the EFA around funding issues</p> <p>Issue budgeting guidelines</p> | <p>Receive and, if required, respond to reports from AHO Senior Team on significant funding issues</p> <p>To recommend approval of LGB and AHO Senior Team approved budget by the Board</p> | <p>Receive and, if required, respond to reports from AHO Senior Team on significant funding issues</p> <p>To review and approve Audit Committee recommended budget</p> |

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|                   | <p>Development / Improvement Plan</p> <p>Respond to feedback and prepare updated and final versions re-circulated to SSC/AHO Senior Team</p>  |   | <p>Review in detail each version of the budget and send consolidated feedback to the school</p> <p>Once approved by both FC/LGB and AHO Senior Team, to recommend approval by Audit Committee and AST Board</p>                     |   |  |
| Budget Monitoring | <p>To prepare monthly management accounts on a timely basis</p> <p>To monitor spend against budget/reforecast and to ensure that the expenditure remains within prescribed limits</p> | <p>Scrutinise monthly management accounts and provide consolidated responses to the school</p> <p>To review the current and re-forecasted end of academic year situation of the School and evaluate any financial risks related to this</p> | <p>Scrutinise management accounts and provide consolidated responses to the school</p> <p>To review the current and re-forecasted end of academic year situation of the School and evaluate any financial risks related to this</p> | <p>Review termly consolidated management accounts and provide consolidated responses to AHO Senior Team</p> | <p>Receive reports from AHO Senior Team/Audit Committee on significant risks and consider measures to mitigate the risks</p> |



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|              | To respond to queries on management accounts   | To report matters of significant concern to the AHO Senior Team  | <p>Approve transactions and virements as per P&amp;P Matrix</p> <p>To report matters of significant concern to the Audit Committee/Board</p> <p>To provide termly consolidated management accounts to the Audit Committee</p> | <p>To review the current and re-forecasted end of academic year situation for consolidated accounts and evaluate any financial risks related to this.</p> <p>To report matters of significant concern to the Board</p> |  |
| Deficit Risk | To ensure any risk of deficit in the budget is immediately reported to the SSC and AHO Senior Team | To review and suggest measures for deficit risk management (including meeting on a more frequent basis where required) | To consider the adequacy of the schools proposed measures for dealing with deficit risk   | To review deficit management measures and provide suggestions on risk management   | To review deficit management measures and provide suggestions on risk management |

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|                              | <p>To propose measures to remove the deficit risk including raising funds from alternative sources.</p> <p>Where required, to adhere to AHO Senior Team deficit management measures (including regular reporting requirements)</p> | To review the School is adhering to AHO Senior Team deficit management measures   | <p>To consider measures for deficit management measures (including whether or not to use MAT pooling)</p> <p>Where instructed by the Board, to take full control over the school's finances and possible removal of the schools delegated authority</p> <p>To report deficit risks and measures to manage to the Audit Committee/Board</p> |  | <p>Consider the need, and where required, approve the removal of schools financial delegated authorities</p> |
| Control Environment & Policy | To ensure the School operates within approved financial control policies, recommendations of the   | To review and evaluate the School operates within approved financial control policies, recommendations of the Trust and any other | To review and recommend amendments to AST finance related policies to the Audit Committee  | Overall responsibility for the control environment and financial control | To approve financial control policies (minor amendments are delegated to the                                 |

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|  | <p>Trust and any other statutory/regulatory requirements (in particular the Academies Financial Handbook and Master Funding Agreement)</p> <p>To review and recommend amendments to AST finance related policies to AHO Senior Team</p> <p>To establish, maintain and regularly review a risk register</p> | <p>statutory/regulatory requirements (in particular the Academies Financial Handbook and Master Funding Agreement)</p> <p>To monitor and evaluate that the School maintains sound systems, practices and procedures to provide effective internal control</p> <p>To monitor compliance with the principles of best value</p> <p>To make recommendations of areas for improvement on internal control and risk management</p> |  | <p>policies for all AST schools</p> <p>To review the adequacy of the control environment and financial control policies and recommend for approval by Board where relevant</p> | Audit Committee) |
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|                              |  | <p>To review the schools risk register</p> <p>To review and recommend amendments to AST finance related policies to AHO Senior Team</p>   |  |   |   |
| Controls Review & Monitoring | <p>To ensure a Responsible Officer (RO) termly audit is completed</p> <p>To provide management responses to the RO. Observations in the first instance to be agreed by the Audit Committee</p> <p>To ensure recommendations of the Responsible Officer and</p> | <p>To assess the scope and effectiveness of the systems established by management to identify, assess, manage and monitor financial and non-financial risks (this can include placing reliance on suitable audits of those controls and/or confirming that appropriate in-house reviews or self-assessments of those controls have been undertaken)</p> | <p>To review RO reports and adequacy of responses and actions to be taken as a result</p> <p>To review any comments auditor's management report and suggest responses and actions to be taken as a result</p> <p>To report breaches of internal control to the Audit Committee</p> | <p>To appoint the RO</p> <p>To agree the RO scope</p> <p>To agree the management response to RO observations</p> <p>To review the auditor's management report and agree</p> | <p>Approve audited accounts</p> <p>Appoint auditors</p> <p>Consider if management response to audited accounts is adequate</p> <p>To consider any matters reported to the Board</p> |

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|  | <p>external auditors are implemented</p> <p>To report breaches of internal control to the LGB/Chair of LGB</p> <p>To ensure any actions as required by the LGB/ AHO Senior Team/Audit Committee/Board are implemented</p> | <p>To review RO reports and adequacy of responses and actions to be taken as a result</p> <p>To review any comments related to the school from the auditor's management report and the adequacy of responses and actions to be taken as a result</p> <p>At each meeting, to formally ask the Principal and School Finance Lead if they are aware of any breaches of controls or risks which require addressing and whether or not they require reporting to AHO Senior Team</p> | <p>To consider remedial preventative and other actions to be taken in the event of breach in control</p> | <p>responses and actions to be taken as a result for approval by the Board.</p> <p>Recommend approval of audited accounts to the Board</p> <p>To review action taken for breaches of control are sufficient</p> <p>Consider whether breaches need to be reported to the Board</p> | <p>related to control review or breaches and the adequacy of response</p> |
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|                |   |  |  | To consider additional measures and review (internal and external) to help assess and monitor the adequacy of the control environment |                                |
| HR/Recruitment | <p>Ensure HR policies and processes are implemented</p> <p>To be responsible for recruitment of staff in line with the Scheme of Delegation</p> | <p>Review significant staff structures and restructures</p> <p>Monitor implementation of key HR policies, especially pay and performance</p> <p>Recommend improvements to HR policies to the AHO Senior Team</p> | <p>Recommend and review Trust HR policies</p> <p>Approve significant staff structures and restructures</p> <p>Engage in recruiting key operational posts</p> |   | Approve Trust-wide HR policies |

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|                       | <p>Develop and propose staff structures and restructures</p> <p>Responsibility for staff development and retention of great staff</p> <p>Recommend changes to HR policies to the LGB/AHO Senior Team</p> |  |   |  |                    |
| Health & Safety (H&S) | <p>Responsible for local implementation of policies, including development of school procedures and internal reporting</p> <p>Ensure there is a safe environment for all on school premises</p>          | <p>Monitor school compliance with H&amp;S policies and statutory obligations as well as challenging schools to ensure best practice is followed</p> <p>Monitors school H&amp;S by arranging inspections/audits</p> | <p>Sets H&amp;S policy</p> <p>Supports schools with implementation, as needed</p> |  | Approve H&S policy |

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| Building Projects | <p>Lead proposal development for large building projects and refurbishments</p> <p>On major projects (usually new-building, pre-opening or large refurbishments) to work with TA's, EFA, contractors and AHO Senior Team to ensure delivery of the project</p> <p>Lead on smaller projects with external consultants and AHO Senior Team support as required</p> | <p>Support and challenge the development of school building and refurbishment proposals</p> <p>Monitor school building projects</p> | <p>Approve significant building projects and, where necessary, small building and refurbishment projects</p> <p>Verify procurement requirements are met</p> |  | Approve new school project |
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|                              | Ensure procurement requirements are adhered to         |   |                              |  |  |
| Freedom of Information (FOI) | Provides information needed to respond to FOI requests | Engaged as needed to respond accurately to requests | Coordinates all FOI requests |  |  |