



Avanti Schools Trust

# Accountabilities Framework & Scheme of Delegation



May 2020

**Review Date: May 2021**

# AVANTI SCHOOLS TRUST

## ACCOUNTABILITIES FRAMEWORK & SCHEME OF DELEGATION

### **Introduction**

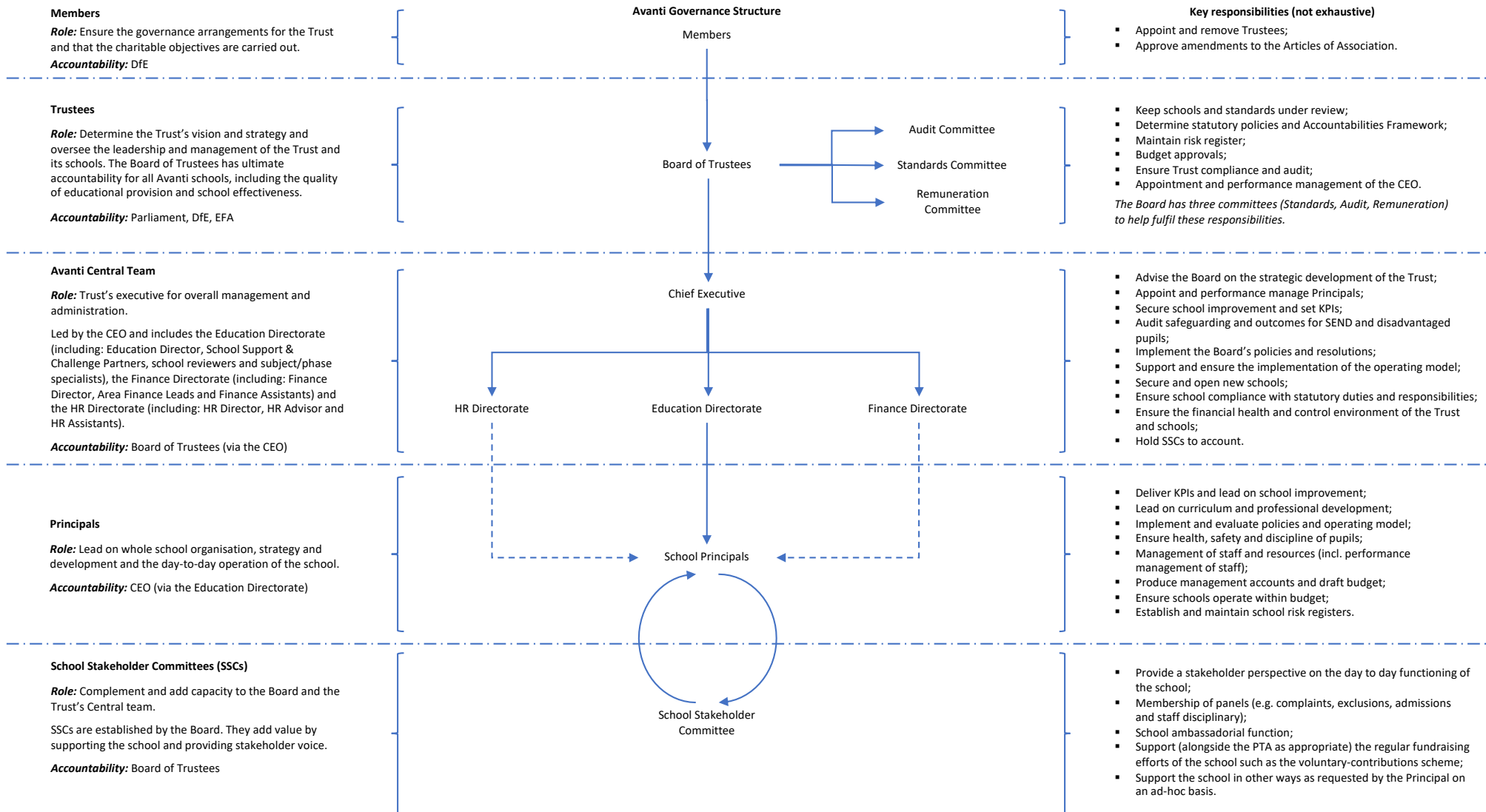
This Accountabilities Framework defines roles and responsibilities across the different layers of Avanti Schools Trust as an organisation.

The Board of Directors 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.

The Board has appointed the following committees: Remuneration, Audit & Finance, Standards.

The Board has also appointed School Stakeholder Committees (SSCs) for each Avanti school. SSCs provide perspectives from various stakeholder groups (staff, parents and the wider community) on the day to day functioning of the school in order to support the school's work. In certain instances, instead of appointing a SSC, the Board will instead appoint a temporary committee called a Governance Board (as in the case of the SW Hub Governance Board). This will typically be expected in schools which are in significant difficulty and require additional local governance capacity. A Governance Board will be delegated with specific governance responsibilities as required and the Terms of Reference drafted accordingly.

It should be noted that the appointment of any committees is always subject to change and the Directors may appoint or remove committees at their discretion.



**Governance and Accountabilities Structure and Respective Roles**

## Scheme of Delegation

Area	Decision	Members	Trust Board	Central Team	Governance Board*
Governance: People	Members: appoint/remove	✓			
	Trustees: appoint/remove	✓			
	Role descriptions for members: agree	✓			
	Role descriptions for directors/chair/specific roles/committee members: agree		✓	S	
	SSC chairs: appoint and remove		✓	S	
	SSC Parent & Staff members: elected				
	Clerk to Board: appoint and remove		✓		
	Clerk to SSC: appoint and remove				✓
	CEO: appoint and dismiss	✓			
	School Principal: appoint and dismiss		S	✓	✓
Governance: Systems and structures	School SLT members and PRE teachers: appoint and dismiss			S	
	Articles of association: agree and review	✓	S	S	
	Determine or amend religious designation of schools	✓			
	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		✓	✓	
	Annual self review of Board and committee performance: complete annually		✓		
Reporting	Annual Trust schedule of business: agree		✓	S	
	Trust governance details on trust and schools' websites: ensure		✓	S	
	Academy governance details on school website: ensure		✓	S	✓
	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	
Being Strategic	Minutes of meetings: submit to Board				✓
	Determine trust wide policies, including all statutory policies: approve		✓	S	
	Determine school level policies and adapt trust's statutory policies: approve			✓	✓
	Central hold-back percentage: agree		✓	S	
	Management of risk: establish register, review and monitor		✓	S	✓
	Engagement with stakeholders	✓	✓	✓	✓
	Ambassadorial function	✓	✓	✓	✓
	Priorities and KPIs for trust's vision and strategy: determine		✓	S	
	Priorities for school's strategy and improvement plan: determine			S	✓
	Trust and schools' budget approval: agree		✓	S	S
Holding to account	Trust's staffing structure: agree		✓	S	
	School's staffing structure: agree			S	✓
	Auditing and reporting arrangements for matters of trust compliance: agree		✓	S	
	Auditing and reporting arrangements for matters of school compliance: agree			S	✓
	Reporting arrangements for progress on key priorities: agree		✓	✓	✓
	Performance management of CEO: undertake		✓		
	Performance management of school Principal: undertake			✓	✓
Ensuring financial probity	Holding schools to account for provision, outcomes and school effectiveness:		✓	✓	✓
	Involvement in school-level panels (e.g. admissions, complaints, exclusions etc.)				✓
	School visits: agree arrangements			S	✓
	CFO: appoint and dismiss		✓	S	
	Financial Control Environment: establish and review		✓	S	
	Financial delegation: establish and review		✓	S	
	External auditors' report: receive and respond		✓	S	
	CEO pay award: agree		✓		
	School Principal pay award: agree			✓	✓
	School staff appraisal and pay progression: monitor and agree			✓	✓
Benchmarking and value for money: ensure robustness		✓	S	S	
School voluntary contributions and 'other' income development			S		
Trust wide procurement strategies and efficiency savings programme: determine			✓		

*S' refers to a support role*

*\*Governance Boards are appointed only in specific circumstances and replace the SSC.*

## APPENDIX A - CHECKLISTS

### Immediate Notifications

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

Incident	Date reported
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 opps or conduct concerns in context of Trust's Ethos statement	
Potential breaches of, or any potential issues in implementing:	
· Statutory or regulatory requirements	
· Health and safety incidents resulting in 3 or more days absence	
· Articles of Association	
· Master/Supplemental Funding Agreement	
· Latest Academies Financial Handbook	
· Latest Accounts Direction (EFA)	
· Accounting policies and control environment	
· Data protection or data breaches	
· HR policies	
· Any other legal/regulatory requirements	
Significant capital/revenue budgetary issues	
Deficit management measures agreed by the Trust not being followed	
Risk or failure to meet any Trust or external reporting deadlines	
Major Health & Safety 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 ethos, PRE or CW curriculum	
Requests or appeals to do with the Withdrawal Policy, PRE or 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 hardship	
FOI requests (to consult Trust before responding)	
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 or Trustees, either directly or indirectly (e.g. through their company or their family members)	
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 forms part of every Principal's regular reporting requirements.

<b>Report</b>	<b>When to report</b>
Monthly accounts submitted to the Trust and local finance committee	Monthly submission
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
Pupil progress and standards review outcomes	Termly Principal's Report
Updated end of year targets for pupils' performance and attendance	Termly Principal's Report
Staff CPD and its impact on quality of teaching	Termly Principal's Report
School attendance, authorised, unauthorised and all exclusions	Termly Principal's Report
Admissions numbers (actual and projected), any known appeals and any proposed changes	Termly Principal's Report
Requests or appeals to do with the Withdrawal Policy, 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
Child protection cases and actions taken	Termly Principal's 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
Significant challenge to implementing the ethos, PRE or CW curriculum	Termly Principal's Report
Updates to Risk Assessment Register or Business Continuity Plan	Termly Principal's Report
Review and response to Responsible Officer reports	Annually – Spring Term Principal's Report
Draft budget for approval by the Trust	Annually – Spring Term Principal's Report
SEND and Inclusion policy, identifying support and opportunities given and progress made by learners	Annually – Spring Term Principal's Report

## APPENDIX B - TERMS OF REFERENCE FOR SSC

### Constitution and role

1. The Board of Trustees resolved to establish a committee of the board to be known as the School Stakeholder Committee. Avanti schools do not have local governing bodies. The purpose of this committee is to:
  - Enhance the Board's understanding of the particular factors affecting local contexts and situations;
  - Provide perspectives from various stakeholder groups (staff, parents and the wider community) on the day to day functioning of the school, supporting Principals by gathering views, asking questions and discussing what is best for the school;
  - Receive and comment upon termly reports from the Principal on educational standards within the school, and act in partnership to support the raising of educational standards within the school;
  - Work collaboratively with the Principal to ensure that the Avanti Way is well delivered and embedded, that the school encourages pupils' spiritual, moral and cultural development, and that the school provides an appropriate education for all pupils including those with special needs;
  - Review (not approve) the school's budget on an annual basis (not including detailed staffing costs);
  - Contribute to the running of the school by participating in disciplinary, exclusions, complaints, admissions and appointments panels and other such forums that require representation of persons not employed at the school;
  - 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;
  - Support the regular fundraising efforts of the school, including the voluntary-contributions scheme;

- Support the school in other ways as requested by the Principal on an ad-hoc basis.

### **Membership & Quorum**

2. The SSC shall have 6 to 9 members 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:
  - 1.1.1. Up to 4 members, appointed by the Directors;
  - 1.1.2. 1 teaching staff member, elected by the teaching staff body;
  - 1.1.3. 1 support staff member, elected by the support staff body;
  - 1.1.4. 2 parent members, elected by the parent body;
  - 1.1.5. The Principal of the School.
  - 1.1.6. 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.
2. The Directors shall appoint a Chair of the SSC.
3. The SSC will elect, by simple majority, a Vice-Chair (provided that the person elected shall not be a person who is employed by the Trust). For a meeting to commence a minimum of 3 members of the committee must be present.
4. 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**

5. The committee shall meet once a term.

### **Authority**

6. The SSC does not carry any statutory responsibilities. It is nevertheless important to the Board, especially in its role of providing local knowledge.

### **Term of office**



7. 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 first term of office for all members except the Principal of the school will be 1 year. Subsequent terms thereafter will be 3 years. This time limit shall not apply to the Principals, who will serve for as long as they remain in office.

### **Resignation and removal**

8. A person serving on the SSC shall cease to hold office if s/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.
9. 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.

### **Conflicts of interest**

10. Any member of the SSC who has or can have any direct or indirect duty or personal financial interest (including close family ties) which conflicts or may conflict with his or her duties as a member of the SSC shall disclose that fact to the SSC as soon as s/he becomes aware of it. A person must absent himself/herself from any discussions of the SSC in which it is possible that a conflict will arise in his/her duty to act solely in the interests of the School.

### **Minutes**

11. The minutes of the proceedings of a meeting of the SSC 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 Chair thereof.
12. The Chair shall ensure that draft and approved copies of minutes of all meetings of the SSC shall be provided to the Directors as soon as reasonably practicable.
13. Each set of SSC minutes should include a section at the end which specifies which points (if any), the SSC would like to be brought to the attention of the Trust's Board.

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

### **Disqualification of members of the SSC**

15. If s/he is not aged 18 or over unless s/he is a Year 12 or Year 13 student of the school.

16. If s/he is a close family member of an existing member of the SSC.

17. If s/he fails to meet the minimum expectations, as set-out by the Directors from time to time, which are:

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

17.2. Attend all three SSC meetings per year without an acceptable reason. Members must be well prepared for these meetings;

17.3. 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;

17.4. Participate as a member of a panel (e.g. disciplinary, admissions appeal, exclusion etc.) convened as and when required;

17.5. Agree to fulfil at least one specific role, such as being the specialist link 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.

18. If his/her estate has been sequestrated and the sequestration has not been discharged, annulled or reduced; or s/he is the subject of a bankruptcy restrictions order or an interim order.

19. If s/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).

20. If s/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).
21. If s/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 s/he was responsible or to which s/he was privy, or which s/he by his/her conduct contributed to or facilitated.
22. If s/he is included in the list kept by the Secretary of State under section 1 of the Protection of Children Act 1999; or Disqualified from working with children in accordance with Section 35 of the Criminal Justice and Court Services Act 2000; or Barred from regulated activity relating to children (within the meaning of section 3(2) of the Safeguarding Vulnerable Groups Act 2006).
23. If s/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.
24. If s/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.
25. If s/he has not provided to the Chair 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 Chair 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.

26. Where, by virtue of this Scheme of Delegation, a person becomes disqualified from serving on the SSC; and s/he was, or was proposed, to so serve, s/he shall upon becoming so disqualified give written notice of that fact to the SSC.

## **APPENDIX C - TERMS OF REFERENCES FOR THE REMUNERATION COMMITTEE, AUDIT & FINANCE COMMITTEE AND THE STANDARDS 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	Remuneration Committee

## Audit & Finance Committee TOR

<b>Purpose</b>	To support the Board of Trustees in the achievement of the Trust's objectives through sound planning, management, effective use and safeguarding of the Trust's financial and other resources.	
<b>Membership</b>	<ul style="list-style-type: none"> <li>• The Audit &amp; Finance Committee shall consist of: <ul style="list-style-type: none"> <li>- a minimum of three voting 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.</li> <li>- non-voting members who are not Trustees</li> </ul> </li> <li>• Board members who are not members of the Audit &amp; Finance Committee have the right of attendance. The secretary will circulate minutes of meetings of the Audit Committee to all members of the Board.</li> </ul>	
<b>Other Attendees</b>	<ul style="list-style-type: none"> <li>• The Chief Executive in his/her role as Accounting Officer and the Finance Director will be invited to attend meetings of the committee but shall not be entitled to voting rights.</li> </ul>	
<b>Chair and Vice Chair</b>	<ul style="list-style-type: none"> <li>• The committee shall choose out of its own numbers one member to be the Chair of the committee.</li> <li>• In the absence of the Chair or vice-Chair, the quorate membership will appoint a Chair for that meeting.</li> </ul>	
<b>Clerk</b>	<ul style="list-style-type: none"> <li>• A clerk must be appointed for the Committee.</li> <li>• In his/her absence, one of the members present will be an acting clerk.</li> </ul>	
<b>Quorum</b>	<ul style="list-style-type: none"> <li>• For a meeting to commence, a minimum of 3 members (2 voting) must be present.</li> <li>• Decisions at meetings shall be determined by majority vote.</li> <li>• In the event of the non-executive members of the Board of Trustees voting against the Chair or the vice Chair, the quorate membership can make representations to the Board.</li> </ul>	
<b>Authority</b>	<ul style="list-style-type: none"> <li>• The Audit &amp; Finance 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.</li> <li>• The Audit &amp; Finance Committee is authorised to obtain independent professional advice if it considers this necessary.</li> </ul>	
<b>Meetings</b>	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 Audit &amp; Finance Committee</li> <li>- AST Accounting Officer (Chief Executive)</li> <li>- AST Finance Director</li> </ul>

### **Duties of the Audit & Finance Committee**

<b>Budget Preparation (As indicated)</b>	<ol style="list-style-type: none"> <li>1. To understand the Trust &amp; its schools indicative funding and to take a view on the adequacy of funding (Spring Term)</li> <li>2. To report matters of significant concern to the Board/AST Exec with regards to funding (Spring Term)</li> <li>3. Scrutinise schools budgets and send responses to the FD (Summer Term)</li> <li>4. Once approved by both this committee and AST executive to recommend approval by the Board (Summer Term)</li> </ol>
<b>Budget Monitoring (Termly)</b>	<ol style="list-style-type: none"> <li>1. Scrutinise termly management accounts and provide responses.</li> </ol>

	<ol style="list-style-type: none"> <li>2. To review the current and re-forecasted end of academic year situation of the consolidated accounts and evaluate any financial risks related to this.</li> <li>3. To report matters of significant concern to the AST Executive/Board</li> <li>4. To ensure any risk of deficit in the budget is immediately reported to the Trust Finance Director and to the Board</li> <li>5. To review and suggest measures for deficit risk management</li> </ol>
<b>Control Environment &amp; Policy (termly)</b>	<ol style="list-style-type: none"> <li>1. Overall responsibility for the control environment and financial control policies for the Trust</li> <li>2. To establish that the Trust maintains sound systems, practices and procedures to provide effective internal control.</li> <li>3. To annual review the adequacy of the control environment and financial control policies and recommend for approval by AST Executive/Board where relevant.</li> <li>4. To ensure the Trust operates within approved AST financial control policies and the scheme of delegation, recommendations of the Audit Committee and any other statutory/regulatory requirements. In particular, the Academies Financial Handbook and Master Funding Agreement</li> </ol>
<b>Controls Review &amp; Monitoring (termly)</b>	<ol style="list-style-type: none"> <li>1. 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>2. Appoint the Responsible Officer (RO) and to agree their scope</li> <li>3. Review Responsible Officer reports and adequacy of responses and actions to be taken as a result.</li> <li>4. Review the body's internal and external financial statements and reports to ensure that they reflect best practice and to recommend approve of the audited accounts to the Board.</li> <li>5. To review any comments related to the Trust from the auditors management report and the adequacy of responses and actions to be taken as a result.</li> <li>6. 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.</li> <li>7. If required, to discuss with the external auditor the nature and scope of audits and to ensure that the external auditor has the fullest co-operation of staff.</li> <li>8. To consider additional measures and review (internal and external) to help assess and monitor the adequacy of the control environment.</li> </ol>
<b>Other (Autumn term)</b>	<ol style="list-style-type: none"> <li>1. To evaluate and monitor the Trust's fundraising activities.</li> <li>2. Assess the Trust insurance cover to ensure that it provides adequate protection against risks.</li> <li>3. To carry out any other finance related tasks as delegated by the Board (as and when).</li> </ol>



## **Standards Committee TOR**

### **Constitution**

1. The Board of Trustees resolved to establish a committee of the board to be known as the Standards Committee. The purpose of this committee is to advise the Board on matters relating to the curriculum, ethos, standards and performance, as well as staffing and stakeholder committees in Avanti schools.

### **Membership and Quorum**

2. The Standards 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 Standards Committee should have the right of attendance. The secretary will circulate minutes of meetings of the Standards Committee to all members of the Board.
5. The Chief Executive and the Education 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 Chair of the committee may request a meeting if s/s/he considers it necessary.

### **Authority**

9. The Standards 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 Standards Committee is authorised to obtain independent professional advice if it considers this necessary.

## **Duties**

10 At its termly meetings the committee will review and monitor the following at least annually on behalf of the Board:

- i. Information that includes data on attainment and achievement for all of the Trust's schools
- ii. School Improvement plans and the quality of leadership as evidenced from School Reviews
- iii. Overall performance of each school in all aspects of its duties and responsibilities

Policies on safeguarding and pupil well-being and any concerns raised by schools in these areas. (Policies included in the remit are as follows: EYFS Policy, Safeguarding Policy, SEND Policy, Behaviour Policy, Teaching & Learning Policy, Assessment Policy)

iv.

- v. Effectiveness of School Stakeholder Committees
- vi. Appropriateness of the school curriculum in regard to the ethos of the Trust and the requirements of the Department for Education.

11 The committee will determine and update relevant strategies related to the following:

- i. The statutory requirements of the national curriculum and those specified in the AST operating model for leading learning
- ii. The Trust's responsibilities for the provision of assessment and other curriculum related statistics and information
- iii. The specific educational, medical, social, emotional and behavioural needs of the pupils attending Avanti schools
- iv. The individual needs of pupils living in challenging and/or disadvantaged circumstances as well as children looked after
- v. Avanti Trust's ethos statement and the related policies such as Philosophy, religion, and ethics (PRE) curriculum

12. The committee will advise the Board and report on Performance and Standards in the following aspects of school's work:
- i. The appropriateness of the targets for pupils' achievement across the Trust
  - ii. School performance at all stages in relation to qualitative and quantitative targets/key performance indicators, and national and/or Trust benchmarks for key outcomes
  - iii. School effectiveness with reference to each school's self-evaluation and the Trust's reviews
  - iv. Specific curriculum and quality issues in schools
  - v. Ofsted inspection outcomes and progress reports on the implementation of post-inspection action plans
  - vi. Outcomes of the Trust led external school reviews related to the quality of teaching, learning and pupil achievement across the Trust to further inform and develop the Trust's quality improvement strategy and plans.
  - vii. Any significant changes in performance, emerging trends and risks in relation to the future performance of individual schools.

## **TERMS OF REFERENCE FOR POLICIES & PERSONNEL COMMITTEE**

### **Policies & Personnel Committee TOR**

#### **Constitution**

The Board of Trustees resolved to establish a committee of the board to be known as the Policies & Personnel Committee. The purpose of this committee is to advise the Board on matters relating to policies (except for policies related to education standards, safeguarding and finance), employment, health, safety and wellbeing, and GDPR in Avanti schools.

#### **Membership and Quorum**

1. The 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.
2. The committee shall choose out of its own numbers one member to be the Chair of the committee.
3. Board members who are not members of the committee should have the right of attendance. The secretary will circulate minutes of meetings of the committee to all members of the Board.
4. For a meeting to commence, a minimum of 3 members of the committee must be present.
5. 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**

6. The committee shall meet at minimum once a term. The Chair of the committee may request a meeting if s/he considers it necessary.

#### **Authority**

7. The 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 cooperate with the committee in the conduct of its enquiries.

8. The committee is authorised to obtain independent professional advice if it considers this necessary.

## **Duties**

9. At its termly meetings the committee will carry out the following on behalf of the Board:
  - vii. At least annually scrutinise and update Trust policies (except for policies related to education standards, safeguarding and finance).
  - viii. Termly review and monitor employment matters, health, safety and wellbeing, and GDPR across the Trust.
  - ix. The Committee will report directly to the Trust Board through information provided by the Minutes and by an oral or written report from the Chair of the Committee.
  
10. Specific duties include:
  - viii. To set and monitor standards and to hold the Executive Leadership Team to account for these;
  - ix. To be part of selection panels for Principal and Senior appointments within the Trust;
  - x. To monitor the performance of Trust and academies through relevant KPI's in relation to the committee's remit;
  - xi. To deal with any matters relating to the committee's remit that may be referred by the Trust Board;
  - xii. To ensure, and review findings from, annual safeguarding, SCR and H&S audits within all schools;
  - xiii. To consider grievance, disciplinary, capability and other dismissals appeals where there is a referral under the relevant procedure adopted by the Trust. A panel comprised of members of the committee will consider appeals as appropriate and in accordance with the relevant adopted policy and procedure.



## **Avanti Schools Trust South West Hub Governance Board**

### **Terms of Reference**

The Avanti Schools Trust Board of Trustees has determined to put in place a **South West Hub Governance Board** to oversee the governance of the following three South West Avanti Schools Trust Schools:

- Avanti Gardens School, Bristol
- Avanti Park School, Frome
- Avanti Hall School, Exeter

### **Membership**

The following members of the **Hub Governance Board** for the three South West schools have been formally approved and appointed by the AST Board with effect from November 1 2019:

Molly Warrington (Chair and AST Director)

Salina Ventress (AST Director)

Mike Younger (AST Director)

Joanne Evans

Suzanne Flack

Stephen Howe

Andrew Quale

### **Constitution, Terms of Office and Proceedings**

- Members of the **South West Hub Governance Board** will hold office for the period that the board is in existence, although individual members may resign at any time.

- The AST Board may appoint additional members of the **South West Hub Governance Board** at any time and may remove existing members for reasons of incapacity or persistent non-attendance, e.g. missing 3 meetings sequentially.
- The Chair of the **South West Hub Governance Board** shall be appointed by the AST Board.
- The **South West Hub Governance Board** may make such arrangements as they see fit for the discharge of their functions by any other person.
- Whilst it is for the **South West Hub Governance Board** to determine the regularity of meetings, it is anticipated that it will meet at least half termly to ensure the pace of improvement is maintained and to monitor improvement.
- The quorum for all meetings of the **South West Hub Governance Board** will be three members.

### **Duties of the Board**

- The **South West Hub Governance Board** will fulfil all functions of governance as delegated by the AST Board and will oversee all three schools in a way that ensures improvement and promotes high standards of educational achievement.
- The main function of the **South West Hub Governance Board** will be to secure the governance of each school, developing a sound basis for school improvement, with the intention of enabling the schools rapidly to move out of the MAT's 'stabilise and repair' category and to secure sustainable improvement.

The duties of the **South West Hub Governance Board** can be summarised under three key roles.

a) Be strategic leaders of each school by:

- Liaising with the AST Board's Standards & Curriculum Committee in setting targets for school improvement;
- Overseeing the conduct of hub-wide leadership and management;
- Setting staffing structures in consultation with the HR Director of AST;
- Monitoring performance management arrangements;
- Agreeing any locally determined or locally adapted policies and plans drafted by the Hub Director or Education Director, and setting an appropriate policy framework within which each school must operate;
- Appointing senior managers and other key staff as determined by the **South West Hub Governance Board** , in consultation with the HR Director.

b) Support and challenge the SW Hub Director and each Principal by:

- Monitoring the quality of provision and standards of achievement within each school;

- Contributing to the running of each school by participating in the management of exclusions, complaints, admissions and appointments panels and other such forums that require representation of persons not employed at each school;
  - Monitoring performance against targets set by the **South West Hub Governance Board**;
  - Monitoring school self-evaluation and satisfying itself as to the accuracy of this, including via external support as determined by the **South West Hub Governance Board** ;
  - Ensuring each school complies with statutory requirements;
  - Providing challenge and support to the Hub Director and to each Principal;
  - Monitoring and evaluating progress towards post-inspection action points.
- c) Hold the Hub Director to account, and be accountable to any interested party for each school's performance by:
- Receiving regular information from the Hub Director on the performance of all aspects of the three schools;
  - Informing the performance management of the Hub Director and monitoring progress towards agreed targets;
  - Determining how each school's relationships with parents will be managed including what will be communicated, in what medium and how frequently and liaising with the parent forums where appropriate.

### **Conduct of the SOUTH WEST HUB GOVERNANCE BOARD**

- The **South West Hub Governance Board** will conduct its business in an open and transparent way and in accordance with the principles of standards in public life as determined by the Nolan committee, and with reference to 'The Good Governance, Standards for Public Services' document produced by the Independent Commission for Good Governance in Public Services.
- Where functions have been delegated to an individual, or a group, they must report back to the full **South West Hub Governance Board** on actions taken under delegation at the earliest possible opportunity.
- The **South West Hub Governance Board** remains responsible to the Avanti MAT Board for any action undertaken on its behalf under delegation.
- Individual members of the **South West Hub Governance Board** must respect confidentiality. It is for the **South West Hub Governance Board** to determine which parts of meetings, and the associated minutes, should remain confidential.



## 1 PROCEDURAL ISSUES

- The agenda for **South West Hub Governance Board** meetings will be determined by the Chair of the **South West Hub Governance Board** in Consultation with the Hub Director, and will be circulated a week before the meeting.
- **South West Hub Governance Board** minutes will be collated and sent to the Chair within two weeks for approval, before wider circulation to the members of the **South West Hub Governance Board** and the AST Board, by secure email. After 3 days of the minutes being received by the AST Board, these minutes will be assumed accepted and the actions therein approved unless there are any unresolved objections from the AST Board.
- Once approved, non confidential draft minutes will be published on each school's website.
- The Chair of the **South West Hub Governance Board** also provide an oral report to each AST Board meeting, summarising the main discussion at each Hub Board meeting.
- Urgent decisions that need to be taken by the Hub Director in the period between **South West Hub Governance Board** meetings will be with the approval of the Chair of the **South West Hub Governance Board** . The AST Board will be informed as soon as practicable by the Chair of the **South West Hub Governance Board**.