



ACCOUNTABILITIES FRAMEWORK AND SCHEME OF DELEGATION  
[AVANTI SCHOOLS TRUST]

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# ACCOUNTABILITIES FRAMEWORK AND SCHEME OF DELEGATION

## Introduction

The Accountabilities Framework defines roles and responsibilities across the Avanti Schools Trust (AST) as an organisation.

The governance of the Avanti Schools Trust is vested at the national level in the Members and the Trustees and at the local level in our School Stakeholder Committees. The role of the Members is set out in the Articles of Association and in company law. Their purpose is to ensure that the charitable objectives of the Trust are fulfilled and to conduct oversight of the Trust Board. The Members' key responsibilities are to receive the Annual Report of the Trust, to appoint the Trust's auditors and to appoint and remove Trustees.

The legal powers and responsibilities of the Avanti Schools Trust are held with the AST Board of Trustees, who are accountable to the Department for Education. The Board is the decision-making body of the Trust and has three core functions:

- ensuring clarity of the vision, ethos and strategic direction of the Trust;
- holding the Executive Leaders to account for the educational performance of the schools and their pupils and the effective and efficient performance management of staff;
- overseeing the financial performance of the schools and Trust and ensuring that its money is well spent.

The Board delegates certain responsibilities to the Executive Leaders and some of its functions to committees, but the Trust Board does not delegate accountability per se, and remains responsible for all decisions.

The Board has appointed the following committees, the terms of reference of which are stated in Appendix 1.

Audit and Risk

Finance

Learning, Teaching and Standards

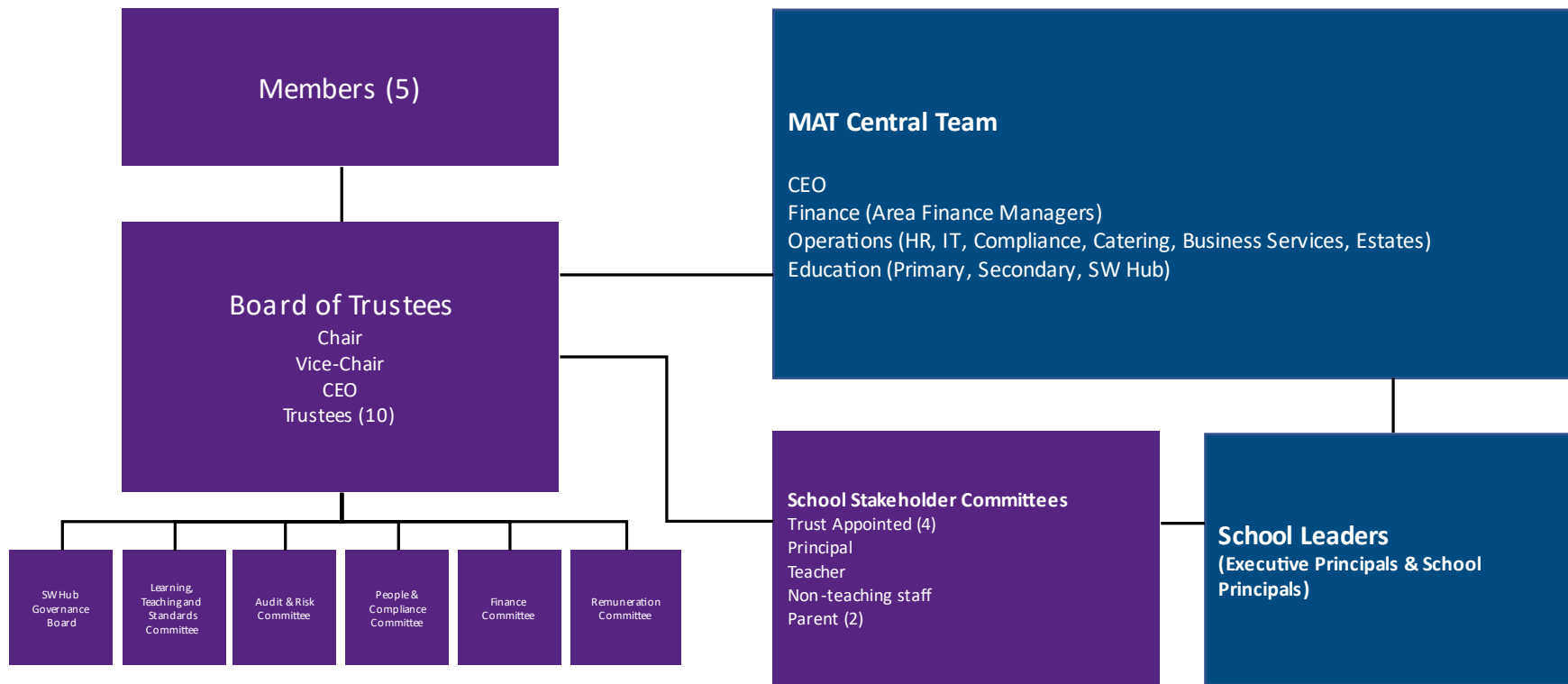
People and Compliance

Remuneration

The Board has also appointed School Stakeholder Committees (SSCs) for AST schools. SSCs provide perspectives from stakeholder groups (staff, parents and the wider community) on the daily functioning of the school, and offer support to the school by working collaboratively with the Principal (Appendix 2).

In certain contexts, the Board may appoint an interim Governance Body rather than an SSC; this will typically be expected in schools which are facing significant challenges and require additional governance capacity. A Governance Body will be delegated with specific governance responsibilities, as required, and the Terms of Reference drafted accordingly. Appendix 3 defines the terms of reference for the South West Hub Governance Board,

currently in existence.



## Delegation within AST

### KEY

√ = indicates responsibility at this level  
 <> = provide advice and support to those accountable for decision making, indicating direction of advice and support

SSC = School Stakeholder Committee

Board Committees:  
 A&R = Audit and Risk

F = Finance  
 P&C = People and Compliance  
 SWHB = South West Hub Governance Board  
 LTS = Learning Teaching and Standards Committee  
 R = Remuneration

	Decision		Delegation			
	Members	The Board	Board Committee	CEO / Executive	Principal	SSC
<b>GOVERNANCE: PEOPLE</b>						
Members: appoint and remove	√					
Trustees: appoint and remove	√	<				
Role descriptions for members: agree	√					
Role descriptions for trustees/chair/specific roles/committee members: agree		√				
SSC chairs: appoint and remove						√
SSC Parent and Staff members: elected						
Clerk to the Board: appoint and remove		√				
Clerk to Board Committees: appoint and remove			√ all			
Clerk to SSC: appoint and remove						√
CEO: appoint and dismiss	>	√				
COO, CFO, Dir. Ed.: appoint and dismiss		√		< (CEO)		
School Principal: appoint and dismiss		>		√		<
School SLT members and PRE teachers: appoint and dismiss				√	<	<

	Members	The Board	Board Committee √ P&C	CEO / Executive	Principal	SSC
Appeals panels for dismissals, complaints, capability or grievance resolution: coordinate						
<b>GOVERNANCE: STRUCTURES</b>						
Articles of Association: agree and amend	√	<		<		
Religious designation of schools: determine or amend	√					
Scheme of Delegation: agree and review		√	< P&C	<		
Trust Committees: establish and review		√		<		
Terms of Reference for Committees: agree and review		√	< P&C	<		
Terms of Reference for SSC: agree and review		√		<		
Skills audit: complete and recruit to fill gaps		√		√		
Self-review of Board: complete annually		√				
Trust schedule of business: agree annually		√		<		
<b>REPORTING</b>						
Publication on Trust and schools' websites all statutory information required: ensure			P&C <	√		
Register of all interests, business, pecuniary, loyalty for members/directors/committee members: establish and publish	√	√	√ all			√
Annual report on performance of trust: submit to members and publish		√		<		
Annual report and accounts, including accounting policies, signed statement on regularity, propriety and compliance, incorporating governance statement demonstrating value for money: submit		√	< A&R, F	<		
Reports on employment matters, data protection and freedom of information requests: receive and review			√ P&C	<		
Minutes of meetings: submit to Board			√ all			

Meeting report forms: submit to Board  
Provide perspectives from stakeholders on day-to-day functioning of school

					√
					√

	Members	The Board	Board Committee	CEO / Executive	Principal	SSC
<b>BEING STRATEGIC</b>						
Setting the vision, values and strategic aims of the Trust		√		<		
Trust strategic plan: establish and monitor		√		<		
Determine Trust-wide policies which reflect the ethos and values: approve and review		√*	√* A&R, P&C, LTS, R	<		
Determine specified school-level policies which reflect the ethos and values: approve and review			P&C SWHB >		√*	√
Key priorities and key performance indicators (KPIs) against which progress can be measured: determine		√	< P&C	<		
Central hold-back percentage: agree		√	< F	<		
Budget plan to support delivery of Trust and school priorities: agree and monitor		√	< F	<	<	
Income and expenditure: ensure compliance with legal and statutory regulations, financial regulations and Academies Financial Handbook		√	< A&R	<		
Management of risk: establish, register, review and monitor		√	< A&R, SWHB	<		
Trust's staffing structure: agree		√		√		
School staffing structure: agree			> LTS, SWHB	√	<	
Engagement with stakeholders	√	√	√ SWHB	√	√	√
Ambassadorial function	√	√		√	√	√
<b>HOLDING TO ACCOUNT</b>						
Auditing and reporting arrangements for matters of trust compliance: agree		√	< P&C	<		
Auditing and reporting arrangements for matters of school compliance: agree				>	√	
Reporting arrangements for progress on key priorities: agree		√	< all	<	<	<



Performance management of CEO: undertake		√ (Chair)		√ (CEO) √		
Performance management of COO, CFO, Dir.Ed.						
Performance management of school Principals: undertake	Members	The Board	Board Committee	CEO / Executive	Principal	SSC
Holding schools to account for provision, outcomes and school effectiveness		√	√ LTS, SWHB	√	√	√
Monitoring the school curriculum in regard to the ethos of the Trust and requirements of DoE			√ LTS			
Determining strategies related to specific educational, medical, social, emotional and behavioural needs of pupils			√ LTS			
Ensuring safer recruitment processes are followed throughout, and ensuring all children are safe in school		√	√ A&R, LTS, P&C, SWHB	√	√	√
Involvement in school-level panels (admissions, exclusions, complaints, disciplinary, appointments)			√ P&C	<>	>	√
SSC: monitor effectiveness			√ P&C			
School visits: agree arrangements				>	√	
<b>ENSURING FINANCIAL PROBITY</b>						
Financial Control Environment: establish and review			A&R	<		
Scheme of financial delegation: establish and review		√	< F	<		
External auditors: appoint	√	<		<		
External auditors' report: receive and respond		√	< A&R	<		
CEO and other Exec pay policy: agree and review			√ R			
CEO and other Exec pay award: agree			√ R			
School Principal pay award: agree			R >	√		
School staff appraisal and pay progression: monitor and agree			R >	√		
Involvement in panels relating to pay appeals		√	√ R			
Benchmarking and value for money: ensure				√		

robustness  
Trust wide procurement strategies and efficiency  
savings programme: determine



\* see Appendix 4 below, setting out delegation of policies

## **APPENDIX 1**

### **Audit and Risk Committee Terms of Reference**

The Board of Trustees resolved to establish a committee of the board to be known as the Audit and Risk Committee. The purpose of this committee is to investigate any activity within its terms of reference or specifically delegated to it by the Board. The Committee has delegated powers as set out in the Trust's Scheme of Delegation. It is authorised by the Board to request any information it requires from any employee, external audit, internal audit, or other assurance provider, and to obtain outside legal or independent professional advice it considers necessary, normally in consultation with the Accounting Officer and/or the Trust Board.

### **Membership and Quorum**

The membership of the committee will comprise a minimum of four trustees 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; where appropriate, the Board may co-opt to the committee additional members with particular relevant skills and expertise.

Employees of the trust should not be Audit and Risk Committee members, but the Accounting Officer and Chief Financial Officer should attend to provide information and participate in discussions (and the Chief Operating Officer given his or her defined responsibilities).

The Chair will be appointed by the committee, but the Chair of the Board must not assume this role.

A quorum shall consist of 3 members of the committee.

At least one member of the committee should have recent or relevant accountancy, or audit assurance, experience, and this person may where necessary be co-opted from outside of the Board of Trustees.

Any trustee of the AST Board may attend a meeting of the committee.

Members of the committee should not simultaneously sit on the Finance Committee

The Audit and Risk Committee will meet at least four times annually.

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.

### **Authority and Responsibilities**

The Audit and Risk Committee has authority and responsibility to:

1. maintain an oversight of the Academy Trust's financial, governance, risk management and internal control systems including health and safety, child protection and safeguarding, and the Trust's risk register, and report bi-annually to the Board on these matters;
2. report findings termly and annually to the Trust Board and the Accounting Officer as a critical element of the Trust's annual reporting requirements;

3. conduct a regular review of the risk register, and oversee the annual review of the Trust's risk register;
4. operate in a way as expected and as annually updated in the Academies Financial Handbook;
5. ensure that Members receive and review the annual audited accounts, and advise Members in the appointment of the auditors;
6. agree an annual programme of internal scrutiny / audit, which is objective and independent, covering systems, controls, transactions, and risks, and submit to the Board an annual summary report provided by the internal scrutineer, covering key findings, recommendations, and conclusions;
7. review the external auditor's annual report and findings, and actions taken by the Trust's senior leadership team (SLT) in response to those findings, and bring a summary report to the Board;
8. ensure there is co-ordination between internal audit/scrutiny and external audit and any other review bodies that are relevant;
9. ensure that necessary arrangements are in place for the Trust to meet the requirements for external inspection;
10. encourage a culture within the Trust whereby each individual feels that he or she has a part to play in guarding the probity of the Trust, and is able to take any concerns or worries to an appropriate member of the management team or in exceptional circumstances directly to the Board of Trustees.
11. regularly review the policies allocated to the Committee in the Scheme of Delegation on behalf of the Board, and make recommendations for change and updating as appropriate.



## **Finance Committee Terms of Reference**

The Board of Trustees resolved to establish a committee of the board to be known as the Finance Committee. The purpose of this committee is 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. The Finance Committee has delegated powers as set out in the Trust's Scheme of Delegation. It is authorised by the Board to request any information it requires from any employee, external audit, internal audit, or other assurance provider, and to obtain outside legal or independent professional advice it considers necessary, normally in consultation with the Accounting Officer and/or the Trust Board.

### **Membership and Quorum**

The membership of the committee will comprise a minimum of three trustees 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; where appropriate, the Board may co-opt to the committee additional members with particular relevant skills and expertise.

Employees of the trust should not be committee members, but the Accounting Officer and Chief Financial Officer should attend to provide information and participate in discussions, but shall not be entitled to voting rights.

The committee shall choose out of its own numbers to be the Chair of the committee, but the Chair of the Board must not assume this role.

A quorum shall consist of 3 members of the committee.

At least one member of the committee should have recent or relevant accountancy, or audit assurance, experience, and this person may where necessary be co-opted from outside of the Board of Trustees.

Any trustee of the AST Board may attend a meeting of the committee.

Members of the committee should not simultaneously sit on the Audit and Risk Committee

The Finance Committee will meet at least three times annually.

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.

### **Authority and Responsibilities**

In the context of Revenue Budget and Funding the Finance Committee has authority and responsibility to:

1. understand the Trust and its schools indicative funding and to take a view on the adequacy of funding;
2. report matters of significant concern to the Board / AST Executive with regards to funding;
3. scrutinise budgets submitted by the Executive in line with internal and external reporting timelines;
4. once approved by both this committee and AST Executive to recommend approval by the Board.

In the context of Budget monitoring, the Finance Committee has authority and responsibility to:

5. scrutinise presented management accounts and accompanying variance analysis;
6. review re-forecasted outturns as presented by the Executive;
7. report matters of significant concern to the Board with regards to management accounts reviews;
8. review and suggest measures for deficit risk management where required.

In the context of Capital requirements, the Finance Committee has authority and responsibility to:

9. monitor and review capital requirements and associated budget including the Schools Conditions Allocations.

In wider context the Finance Committee has authority and responsibility to:

10. suggest any amendments to the financial controls policies to the Audit and Risk committee;
11. regularly review the policies allocated to the Committee in the Scheme of Delegation on behalf of the Board, and make recommendations for change and updating as appropriate;
12. evaluate and monitor the Trust's fundraising and investment activities;
13. carry out any other finance related tasks as delegated by the Board.

## **Learning, Teaching and Standards Committee Terms of Reference**

The Board of Trustees resolved to establish a committee of the board to be known as the Learning, Teaching and Standards (LTS) Committee. The purpose of this committee is to advise the Board on matters relating to the curriculum, ethos, standards and performance in Avanti schools. The LTS Committee has delegated powers as set out in the Trust's Scheme of Delegation. 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. The LTS Committee is authorised to obtain independent professional advice if it considers this necessary.

### **Membership and Quorum**

The LTS Committee shall consist of a minimum of four 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; where appropriate, the Board may co-opt to the committee additional members with particular relevant skills and expertise.

The committee shall choose out of its own numbers one member to be the Chair of the committee.

The Chief Executive and the Education Director will normally attend meetings of the committee but shall not be entitled to voting rights.

A quorum shall consist of 3 members of the committee.

Any trustee of the AST Board may attend a meeting of the committee.

The LTS Committee will meet at least four times annually.

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.

### **Authority and Responsibilities**

The Learning, Teaching and Standards Committee has authority and responsibility to:

1. Review and monitor the following at least annually on behalf of the Board:

information that includes data on attainment and achievement for all of the Trust's schools  
school Improvement plans and the quality of leadership as evidenced from School Reviews  
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.

the appropriateness of the school curriculum in regard to the ethos of the Trust and the requirements of the Department for Education.

• Determine and update relevant strategies related to:

the statutory requirements of the National Curriculum;

the Trust's responsibilities for the provision of assessment and other curriculum related statistics and information;

the specific educational, medical, social, emotional and behavioural needs of the pupils attending Avanti schools;

the individual needs of pupils living in challenging and/or disadvantaged circumstances as well as children looked after;

Avanti Trust's ethos statement and the related policies such as Philosophy, religion, and ethics (PRE) curriculum.

- Advise the Board and report on Performance and Standards in the following aspects of school's work:

the appropriateness of the targets for pupils' achievement across the Trust;  
school performance at all stages in relation to qualitative and quantitative targets/key performance indicators, and national and/or Trust benchmarks for key outcomes;  
school effectiveness with reference to each school's self-evaluation and the Trust's reviews;  
specific curriculum and quality issues in schools;

Ofsted inspection outcomes and progress reports on the implementation of post-inspection action plans;

outcomes of the Trust's Challenge Board and Challenge 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;

any significant changes in performance, emerging trends and risks in relation to the future performance of individual schools.

- Regularly review the policies appended to the Scheme of Delegation on behalf of the Board, and make recommendations for change and updating as appropriate.



## **People and Compliance Committee Terms of Reference**

The Board of Trustees resolved to establish a Committee of the Board to be known as the People and Compliance Committee. The Committee has delegated powers as set out in the Trust's Scheme of Delegation. 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. The purpose of this Committee is to advise the Board on matters relating to policies listed under the Scheme of Delegation, related to employment, data protection and freedom of information across the Trust. The Committee is authorised to obtain independent professional advice if it considers this necessary.

### **Membership and Quorum**

The Committee shall consist of a minimum of four 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; where appropriate, the Board may co-opt to the committee additional members with particular relevant skills and expertise.

The committee shall choose out of its own numbers one member to be the Chair of the committee.

The Chief Operating Officer and the Head of Human Relations will normally attend meetings of the committee but shall not be entitled to voting rights.

A quorum shall consist of 3 members of the committee.

Any trustee of the AST Board may attend a meeting of the committee.

The People and Compliance Committee will meet at least once termly.

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.

### **Authority and Responsibilities**

The People and Compliance Committee has authority and responsibility to:

1. review and propose changes to the Accountabilities Framework and Scheme of Delegation, as appropriate;
2. advise the Board on a consistent format for all Trust policies and establish a review cycle to scrutinise and update Trust policies;
3. regularly review the policies allocated to the Committee in the Scheme of Delegation on behalf of the Board, and make recommendations for change and updating as appropriate;
4. consider reports from the Chief Operating Officer on the operation and implementation of each of the Committee's policies;
5. propose any new policy it considers appropriate within its remit to the Board; vi. oversee aspects of compliance in relation to the Trust website;
6. regularly review the induction pack for new Trustees and liaise with the Clerk over the induction process for Trustees;

7. receive termly reports on employment matters (including anonymised grievance and disciplinary issues), data protection and FOI requests across the Trust;
8. receive and consider annual reports on equality, diversity and inclusion analysis of job applications, promotions, as well as the statutory gender pay report;
9. monitor and review the effectiveness of School Stakeholder Committees;
10. undertake specific duties and roles including:

being part of or ensuring Trustee representation on selection panels for Executive level appointments within the Trust and for senior level appointments within schools (at Assistant Principal level and above);

coordinating appeals panels for dismissals, complaints or grievance resolution in accordance with the relevant policy;

dealing with any matters relating to the committee's remit that may be referred by the Trust Board;

considering 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.

## Remuneration Committee Terms of Reference

The Board of Trustees resolved to establish a Committee of the Board to be known as the Remuneration Committee. The Committee has delegated powers as set out in the Trust's Scheme of Delegation.

### Membership and Quorum

The Committee shall consist of a minimum of four members who shall be non-executive members of the Board of Trustees, and shall be appointed by the Board.

The committee shall choose out of its own numbers one member to be the Chair of the committee; the Chair of the Board may not chair the committee.

The Chief Executive Officer will attend by invitation on occasions to advise on broader matters relating to pay policy but the CEO/ executive leaders will not be involved in discussions about setting their own pay.

The committee may request the Trust Head of HR, in an advisory capacity to be in attendance during the meeting.

A quorum shall consist of 3 members of the committee.

The Remuneration Committee will meet at least twice annually.

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.

### Authority and Responsibilities

The Remuneration Committee has authority and responsibility to:

1. determine and recommend the wider pay policy of AST to the Trust Board;
2. set pay policy for CEO/senior executives;
3. keep pay policies under review for appropriateness and relevance;
4. recommend and monitor executive pay, including the entire remuneration package;
5. specifically, to agree the recommendation of performance award progression of the CEO and AST Executive Team;
6. hear appeals on pay decisions for other AST and ASL staff as per the below chart.

### AST Pay Decisions

Role	Recommender	Decision/Reviewer	Appeal
Trust CEO	Trust Chair	Remuneration Committee	Board of Trustees
AHO Executive Team	Trust CEO	Remuneration Committee	Board of Trustees
Other AHO staff	Line Manager	CEO	Remuneration Committee

## APPENDIX 2

### School Stakeholder Committees Terms of Reference

The Board of Trustees resolved that Avanti schools do not have local governing bodies but that in each school there will normally be established an advisory committee to be known as the School Stakeholder Committee (SSC). The SSC does not carry any statutory responsibilities, but is nevertheless important to the Board, especially in its role of providing local knowledge and context.

#### Membership and Quorum

The SSC shall comprise members who will represent an appropriate range of experience, qualifications and skill set to support all aspects of school leadership. The members will be made up of the following:

- up to 4 members, appointed by the Trustees;
- 1 teaching staff member, elected by the teaching staff body;
- 1 support staff member, elected by the support staff body;
- 2 parent members, elected by the parent body;
- the Principal of the School.

Trustees (all or any of them) shall also be entitled to serve on an SSC or attend any meetings of any of the SSCs.

Each year the SSC members will elect, by a simple majority, a Chair of the SSC (provided that the person elected shall not be a person who is employed by the Trust).

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).

A quorum shall consist of 3 members of the committee.

The committee shall meet once a term.

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.

The term of office for any person serving on the SSC shall 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: a person serving on the SSC shall cease to hold office if s/he resigns or is removed by the Board of Trustees. No reasons need to be given for the removal of a Trust appointed member by the Trustees. 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: 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

Expectations of members of SSC: the Board of Trustees requires SSC members to:  
demonstrate a deep commitment to serving schools with the best interest of children at heart always;  
attend all three SSC meetings per year;

be able to visit the school at least once per term during school hours and submit a brief written report of the visit;  
participate as a member of a panel (e.g. disciplinary, admissions appeal, exclusion etc.) convened as and when required;  
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.

### **Authority and Responsibilities**

The role of the SSC is to:


1. enhance the Board's understanding of the particular factors affecting local contexts and situations;
2. provide perspectives from various stakeholder groups (staff, parents and the wider community) on the day to day functioning of the school, supporting the Principal by gathering views, asking questions and discussing what is best for the school;
3. 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;
4. 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;
5. advise the Principal in developing and reviewing specified school-level policies.
6. review the school's budget on an annual basis (not including detailed staffing costs);
7. 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;
8. 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;
9. support the regular fundraising efforts of the school, including the voluntary contributions scheme;
10. support the school in other ways as requested by the Principal on an ad-hoc basis.

### **Procedural Issues**

Minutes: 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 next subsequent meeting by the person acting as Chair thereof; 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 Board of Trustees.

Once approved by members of the SSC, non-confidential minutes will be published on each school's website.

Communication with the AST Board: The Chair of the SSC, in collaboration with the Clerk, is required to bring to the attention of the Trust's Clerk any points of note from SSC minutes. The Board is required to consider the points raised by SSCs and to respond accordingly to the Chair of the SSC.



## APPENDIX 3

### 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 (Hub Board) to oversee the governance of the three South West Avanti Schools Trust Schools: Avanti Gardens School, Bristol; Avanti Hall School, Exeter; Avanti Park School, Frome, until such a time as the schools have been stabilised and School Stakeholder Committees put in place. The Hub Board remains responsible to the Avanti MAT Board for any action undertaken on its behalf under delegation.

#### Membership and Quorum

The Hub Board shall consist of a minimum of three members who shall be members of the Board of Trustees and other suitably qualified individuals who are not employees of the Trust.

The AST Board may appoint additional members of the Hub 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 Hub Board shall be appointed by the AST Board.

The Hub Board will be responsible for the appointment and removal of a Clerk to the Board. Members of the Hub Board will hold office for the period that the board is in existence, although individual members may resign at any time.

Where functions have been delegated to an individual, or a group, they must report back to the full Hub Board on actions taken under delegation at the earliest possible opportunity.

The Hub Board may make such arrangements as they see fit for the discharge of their functions by any other person.

The quorum for all meetings will be three members.

The Chair will have a casting vote in determining decisions where votes might otherwise be tied.

Whilst it is for the Hub 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.

Individual members of the Hub Board must respect confidentiality. It is for the Hub Board to determine which parts of meetings, and the associated minutes, should remain confidential.

#### Authority and Responsibilities

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 **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.

### 1. Be strategic leaders of each school by:

liaising with the AST Board's Standards Committee in agreeing whole school and hub-wide performance targets;  
overseeing the conduct of hub-wide leadership and management through regular monitoring of the Hub Development Plan;  
reviewing and monitoring local-level risks on a regular basis;  
monitoring hub-level financial data and scrutinising the rationale for the allocation of resources from the DfE Transfer Grant and oversight of the strategic deployment of the Grant;  
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;  
contributing to the appointment process for senior hub and school leaders.

### 2. 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;

### 3. 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;  
contributing to 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.

### 4. Manage the process for the establishment of School Stakeholder Committees (SSCs) in each school by:

establishing parent forums in each school, as forerunners of SSCs;  
liaising with schools to oversee a process of fair elections to SSCs;

## **Procedural issues**

The agenda for Hub Board meetings will be determined by the Chair of the Hub Board in Consultation with the Hub Director, and will be circulated a week before the meeting. Hub Board minutes will be collated and sent to the Chair within two weeks for approval, before wider circulation to the members of the Hub Board by secure email, and to Trust



Board members at each meeting of the Board.

Once approved by members of the Hub Board, non-confidential minutes will be published on each school's website.

The Chair of the Hub Board will also provide an oral report to each AST Board meeting.

Urgent decisions that need to be taken in the period between Hub Board meetings will be with the approval of the Chair of the Hub Board. The AST Board will be informed as soon as practicable by the Chair of the Hub Board.

## Appendix 4

### Approval level for policies and other documents

**Table 1: Statutory Policies**

Policy/Document	Approval level
Accessibility plan	Audit & Risk Committee
Admissions Arrangements (Policies)	Learning, Teaching & Standards Committee
Capability of staff	People & Compliance Committee
Careers Guidance	Board
Charging and remissions	Audit & Risk Committee
Child protection policy and procedures	Learning, teaching & Standards Committee
Children with health needs who cannot attend school	Board
CLA Policy (Children Looked After)	Board
Complaints	People & Compliance Committee
Data protection	People & Compliance Committee
Early years foundation stage (EYFS)	Learning, Teaching & Standards Committee
Equality information	People & Compliance Committee
First aid in schools	Audit & Risk Committee
Health and safety	Audit & Risk Committee
Newly qualified teachers (NQTs)	Board
Pay Policy: Teachers	Remuneration Committee
Premises management documents	Executive Team
Protection of biometric information of children in schools and colleges	Board
Register of business interests of headteachers and governors	People & Compliance Committee
Register of pupils' admission to school and attendance	Principal
Register of pupils' admission to school and attendance	Learning, Teaching & Standards Committee
Remote Learning	Learning, Teaching & Standards Committee
School Behaviour	Learning, Teaching & Standards Committee
School exclusion	Learning, Teaching & Standards Committee
School information published on a website	Executive Team
Sex and relationships education	Learning, Teaching & Standards

	Committee
Single central record of recruitment and vetting checks	Executive Team
Special educational needs and disability	Learning, Teaching & Standards Committee
Staff discipline, conduct and grievance (procedures for addressing)	People & Compliance Committee
Statement of procedures for dealing with allegations of abuse against staff	People & Compliance Committee
Supporting pupils with medical needs and conditions	Learning, Teaching & Standards Committee

**Table 2: Other Trust-wide policies**

Policy/Document	Approval level
Acceptable Use Policy	Audit & Risk Committee
Accountabilities Framework & Scheme of Delegation	People & Compliance Committee
Anti-Bullying and Cyber Bullying (Can be part of the Behaviour Policy)	Learning, Teaching & Standards Committee
Behaviour Framework	Learning, Teaching & Standards Committee
Bring Your Own Device (BYOD)	Audit & Risk Committee
Code of conduct	People & Compliance Committee
Collective Worship	Learning, Teaching & Standards Committee
Conflicts of Interest	People & Compliance Committee
Contributions to eye Tests & Glasses VDU users	People & Compliance Committee
COVID 19 Absence Policy	People & Compliance Committee
Data Breach Procedure	People & Compliance Committee
Data Recovery / Backup	Audit & Risk Committee
Dignity at Work	People & Compliance Committee
Ethos Handook	Standards Committee
Exit Interview Policy	People & Compliance Committee
Family Friendly Policies - Paternity	People & Compliance Committee
Financial Controls Policy	Audit & Risk Committee
Flexible working	People & Compliance Committee
General Privacy Notice	People & Compliance Committee
Grievance Resolution	People & Compliance Committee
Home school conduct	Learning, Teaching & Standards Committee
Menopause Policy	People & Compliance Committee
Model Publication Scheme (Freedom of Information)	People & Compliance Committee

Non-sickness absence	People & Compliance Committee
Parental Bereavement Leave	People & Compliance Committee
Pay Policy - Trust Central Team & School Support Staff	Remuneration Committee
Physical Intervention and Reasonable Force Policy	Learning, Teaching & Standards Committee
Probation policy	People & Compliance Committee
Pupil Privacy Notice	People & Compliance Committee
Records Management Policy	People & Compliance Committee
Recruitment Selection Policy and Procedure	People & Compliance Committee
Redundancy and Restructuring Policy	People & Compliance Committee
Reference Giving	People & Compliance Committee
Safer Recruitment Policy	People & Compliance Committee
Sickness Absence Policy	People & Compliance Committee
Staff Mental Health & Wellbeing	People & Compliance Committee
Subject Access Procedure	People & Compliance Committee
Unacceptable Behaviour	Learning, Teaching & Standards Committee
Vendor Access	Audit & Risk Committee
Whistleblowing Policy	People & Compliance Committee

**Table 3: Local-level policies**

Assessment framework	Principal / SSC
Attendance	Principal / SSC
Behaviour for learning	Principal / SSC
Educational visits	Principal / SSC
Homework	Principal / SSC