



SCHEME OF DELEGATION

This policy is in force until further notice from:	Summer 2024
This policy must be reviewed by no later than*: <i>*this refers to the term in which the Policy must be reviewed by the appropriate Committee for recommendation to the Board.</i>	Summer 2025
Policy Author(s):	Stuart McDonough
Date policy reviewed by Committee and Minute reference	People and Governance Committee: 1 July 2024 (Minute reference 36)
Date Policy approved by the Trust Board and Minute reference	23 July 2024 (Minute reference 116.1)
Location of publication of policy:	Governor Hub/ AST Website/ Internal Records and Intranet

Scheme of Delegation

Notes:

1. *This Scheme* shall be reviewed annually by the Trust Board on recommendation of the People and Governance Committee. Substantive amendments to the Scheme agreed by the Board during the year shall be annotated and incorporated into the Scheme by the Clerk to the Board.*
2. *The Clerk to the Board is authorised to make non-material and/or minor amendments to the Scheme consequent on minor amendments to delegated authorities agreed by the Board and any changes to job titles or job roles.*

Schedule of Amendments to the Scheme 2024/25

(to be completed by the Clerk to the Board)

Committee	Amendments approved by Board (date and Minute Number)	Amendment Summary

Contents

Part 1	Page Nos
Principles of the Scheme	3 - 8
The Trust Board: Constitution and Reserved Matters	9 - 11
Part 2: Trust Board Committees	
Admissions Committee <i>Includes Admissions Code checklist</i>	12 - 17
Audit and Risk Committee	18 - 25
Learning, Teaching and Standards Committee	26 – 29
Finance and Estates	30 – 33
People and Governance Committee	34 – 38
Remuneration Committee	39 – 42
School Stakeholder Committees (not Bishop Stortford Primary)	43 – 47
School Stakeholder Committees (Bishop Stortford Primary)	48 - 52
Challenge Boards	53 - 54
Part 3	
Policies	55 - 56
Part 4	
Delegations to the Chief Executive, the Trust Management Team and other Senior Staff including Headteachers. Organisation Structure Chair	57-58
Part 5	
The role of Members: Terms of Reference and Principles	59 - 61

Part 1: Principles of the Scheme

Company Structure

The Trust is governed by and draws authority from the Trust Articles of Association (March 2023). All academies within the Trust are governed by the Trust Board.

The Trust

The Trust has entered into a Master Funding Agreement with the Department for Education (DfE) and a Supplemental Funding Agreement in respect of each academy (the “Funding Agreements”).

The Trust Board (“the Board”) is responsible for ensuring that the company fulfils its statutory objectives, general functions and duties and appropriately exercises the legal powers vested in it, under the Charities Act 2011 and other legislation. The Trust is ultimately responsible to:

- the Members of the Trust - for overall performance, conduct and effective governance. Members may at any time, review and/or make amendments to the Governance Structure of the Trust. The Terms of Reference of Members are included at Part 5 of this Scheme; and
- the DfE in relation to compliance with the Funding Agreements and the requirements of the Academy Trust Handbook.

The Scheme of Delegation (“the Scheme”): Context

The Board is the Governing Body of the Avanti Schools Trust and has full authority and responsibility for:

- setting strategic direction and policy governing all aspects of Trust activity. This includes strategic oversight of
 - direction, vision and planning;
 - determination of organisational structure and culture, including the “Avanti Way”;
 - performance and standards of the Trust including individual Academies;
 - determination of the extent of provision of central services for schools (“the Centre”);
 - governance and compliance (including the arrangements for self-evaluation of effectiveness and occasional independent external Governance Reviews);
 - probity and financial management (including investment, audit and identification and management of risk) and partnership and contractual relationships; and
 - management of estates, infrastructure and human resources : as employer this includes the terms and conditions of service of all staff and related policy and procedures.

In accordance with Clauses 100 - 106 of Trust Articles, the Board has delegated the power to carry out many of these responsibilities to Committees or, through the Chief Executive, to the Executive Team, other Senior Staff and School Principals. This document sets out the Scheme of Delegation approved by the Board (“the Scheme”).

General Principles of the Scheme

1. All references in this Scheme to “the Board” mean the Board of Directors (Trustees) of the Avanti Schools Trust.

2. The Board has overall responsibility and ultimate decision making authority for all the operations of the Trust, including establishment, performance and maintenance of Academies. The Board retains ultimate responsibility for all the powers and responsibilities that it has delegated and receives assurance and progress reports from the Executive on actions and key powers exercised on its' behalf. The Board may at any time withdraw or vary any delegation and request additional reports/explanation on the exercise of delegated actions and powers.
3. Subject to the direction of the Board, there shall be three tiers of Governance:
 - the Trust Board and Trust Board Committees
 - the Executive Management Team (the "Executive")
 - School Stakeholder Committees (SSCs).

There shall be no duplication of governance between the tiers. The relationship between the Board, Board Committees (including SSCs) and the Executive is characterised as a partnership to realise a common vision, purpose and commitment, including delivery of and adherence to the Avanti Way.

Board Chair and Chairs of Board Committees*

4. The Board appoints a Chair and Vice-Chair at the first meeting in each academic year. The agreed term of office of the Trust Board Chair is four years (renewable subject to the overall limit set by the approved Succession Plan). In accordance with good practice, the Board reviews and formally elects the Chair at the first meeting of each academic year.
5. The Chair of the Trust Board shall have the authority, following consultation with the Chief Executive (or their nominee), to act on any urgent matter that may arise between scheduled meetings and where, in the view of the Chief Executive (or their nominee) delay in making that decision would seriously impede the business of the Trust.
6. The power of the Chair to act may include taking an action, (including signing documentation on behalf of the Trust relating to projects or schemes etc. previously approved by the Board), consulting with members of the Board/Committee by correspondence or through the Clerk to the Board, calling a special meeting or seeking approval, via Written Resolution, to an action(s). All decisions taken by the Chair or agreed via Written Resolution shall be reported to the next available meeting of the Board and/or the Committee as appropriate.

**excludes School Stakeholder Committees – see 22 – 28 below.*

Principles of Delegation

7. Those to whom delegations have been granted (including Committees) are ultimately accountable to the Board.
8. Delegation of power(s) to any individual does not obviate the need for consultation with colleagues as appropriate.

9. All delegated functions must be exercised in accordance with the established policies and procedures, budgetary and financial and legal constraints of the Trust.
10. Those to whom delegations have been granted (including Committees) may elect not to exercise their delegation but to refer any matter to the Board (or in the case of the Executive and other members of staff, to the Chief Executive) if in their judgement, the complexity or risk associated with any matter merits this.
11. This Scheme is in five parts:
 - Part 1: General Principles of the Scheme - includes matters reserved for decision by the Board.
 - Part 2: Delegations to Committees;
 - Part 3: Policy Delegations, including the arrangements for oversight and review of Trust Policy in accordance with the agreed Programme of Policy Review;
 - Part 4: Delegations to the Chief Executive, the Trust Management Team and other Senior Staff including Principals;
 - Part 5: Terms of Reference of Trust Members.
12. The Scheme is not intended as an exhaustive list of all aspects of Trust activity but aims to set out the salient powers.
13. All material revisions to Parts 1 – 3 and Part 5* of the Scheme shall be subject to formal report to the Board. All revisions to Part 4 of the Scheme are a matter for the Chief Executive to determine subject to formal amendment of the Scheme in consultation with the Clerk to the Board and to annual report to and review of the Scheme by the Board.

**Part 5 of the Scheme is also subject to consultation with Trust Members*

Matters Reserved for decision by the Board

14. The Board has reserved decisions on some key issues to itself. These are referred to in the Scheme as "Reserved Matters" and are set out in Part 1 of the Scheme. The Board shall determine all reserved matters following consideration of reports and/or recommendations from Committees and/or the Chief Executive or other member of the Executive Leadership Team.

Establishment of and procedures relating to Committees

15. The Constitution, Membership, terms of reference and delegations to all Board Committees shall be determined and reviewed annually (or such other frequency as may be agreed by Trustees) by the Board, normally on recommendation of the People and Governance Committee.
16. Any member of the Board who is not a member of a Committee shall have the right to attend any meeting of any Committee, and at the discretion of the Chair, to speak on any matter included on the agenda.

Chairs

17. The Chair of the Board or of a Board Committee may, through the Clerk to the Board or Committee, call a special meeting of the Board/Committee at any time, provided the purpose of the meeting is specified in the agenda for the meeting.

18. No person may act as Chair of the Trust Board or of any Trust Board Committee* unless they are a non-staff member of the Trust Board.

**excludes School Stakeholder Committees – see p. 22 – 28 below*

19. Employees of the Trust may serve as non-staff SSC Members (i.e. Parent or Community Members) and SSC Chairs provided they are not employed at the school at which they are a member of the SSC. (With the exception of the Chief Executive, no employee of the Trust may serve as a Trustee).
20. The Chair of the Board and/or any Board Committee shall, at their discretion and following consultation with the Chief Executive and Clerk to the Board, invite relevant persons to attend and to address the meeting on any matter included on the agenda, provided always that notice of this is given to the Board/Committee via the agenda for the meeting.

Clerk to the Trust Board

21. The Clerk to the Board and to Trust Board Committees shall be appointed by the Trust Board and shall:
- a) consult with the Chair of the Board/Committees on the content of the agenda for each meeting;
 - b) ensure that the agenda and papers for each meeting are made available (i.e. posted on Governor Hub) to members of Board/Committees) a minimum of seven days before the day of the meeting;
 - c) ensure that minutes of all meetings are prepared in a timely manner and approved by the Chair prior to circulation to Board/Committee members and the Executive. Following approval by the Chair, minutes shall be posted on Governor Hub so as to be available to all Board/Committee members and shall also be submitted to the next available meeting of the Board/Committee for noting/approval and signature by the Chair. (The Minutes of all Board Committees (other than SSCs) shall be submitted in full to the Board unless the Board has agreed that a summary report will suffice); and
 - d) agree, in consultation with the Chair of the Board and the Chief Executive (and usually at the December meeting of the Board), an annual programme of meetings for the Board and its' Committees*. Supporting annual agenda business plans shall be presented to the first meeting of the Board and of each Committee in each Academic Year.

**excludes SSC meetings.*

School Stakeholder Committees (SSCs)

22. SSCs are Committees of the Board. Their constitution and terms of reference (delegations) are determined by the Board. They shall normally meet formally once each term but are encouraged at their discretion to hold informal Engagement Meetings;*

**guidance available*

23. Where Trustees consider that the performance of an individual Academy/SSC warrants, the Board reserves the right to operate a differentiated Scheme of Delegation governing SSCs. In some circumstances, the Board may dismiss the SSC and manage the Academy directly or

appoint an Interim / Transitional Board in its' place;

24. SSCs shall elect their Chair and Vice-Chair at the first meeting of each Academic Year. The confirmation of the Trust Board to the initial appointment of those elected is required. SSC Chairs do not have delegated authority to appoint SSC Members or to make other decisions on behalf of the SSC or the Principal of the School;
25. Subject to approval of the People and Governance Committee, the Clerk to the Board shall determine the arrangements to be made for appointment of Clerks to SSCs.
26. The Clerk to the Board shall be responsible for setting the termly Model SSC agenda and supporting guidance notes. The SSC Clerk shall
 - finalise the agenda for termly SSC meetings in consultation with the SSC Chair and Principal of the School;
 - ensure that the agenda and supporting papers for meetings are made available (i.e. posted on Governor Hub) to SSC members a minimum of seven days prior to the day of the meeting; and
 - ensure that draft Minutes of all SSC meetings, as agreed with the SSC Chair, are posted on Governor Hub in a timely manner (where they are available to all SSC members, Trustees and the Executive).
27. A termly summary of issues drawn to the attention of Trustees (if any) by SSCs shall be prepared by the Clerk to the Board and included on the agenda for next available meeting of the People and Governance Committee.
28. The effectiveness of each SSC shall be kept under termly review by the People and Governance Committee which shall make an annual report to the Board to include recommendations (if any) for revisions to SSC Constitution and/or terms of reference.

Proceedings of Committees

29. Board and Committee meetings (including SSC Meetings) may be held via Video Conference provided that all Members of the Board/Committee have had the opportunity to confirm their ability to participate through the chosen software/system. Any Trustee or SSC Member unable to attend any meeting either in person or via Video Conference shall be entitled to attend by telephone, for which appropriate arrangements shall be made to enable full dialogue with that member.
30. Every matter to be determined at a Board or Committee meeting shall be determined by a majority of those present. Each member of the Board / Committee shall have a single vote save for the Chair, who, if the number of votes cast are equal, shall have a second or casting vote. Where a casting vote is required to determine a matter being considered by a Trust Board Committee (excluding SSCs) the decision shall be subject to recommendation to the Trust Board.
31. The Minutes of all Board and Board Committee meetings shall record the names of those present. The record of those attending Board and Board Committee meetings (excluding SSCs) during the academic year shall be included within the annual Statement of Accounts.
32. Each Committee shall conduct an annual* review of effectiveness including the terms of reference under which they operate, the outcome of which shall be reported to the People and Governance Committee for summary report to the Trust Board.

**or such other frequency as the Board may determine.*

Trustee and SSC Member Code of Conduct and Declaration of Interests

33. All Board and Committee members (including SSC members) shall at all times observe the provisions of the Trustee and SSC Member Code of Conduct. The Code includes provisions relating to annual Declaration of Interests and declarations of interest (if any) at individual meetings. (Guidance on declarations of interest is available from the Trust Board Clerk). Breach of the Code of Conduct (to which all Trustees and SSC Members are asked to confirm acceptance each year) is a serious matter that may lead to suspension or dismissal of the Trustee/SSC Member).
34. The Code includes formal annual acceptance by Trustees and SSC Members of acceptance of and adherence to the Nolan Principles and any other guidance relating to standards of public life. This includes statutory requirements and the requirements of Trust Articles as to eligibility to serve as a Trustee or SSC Member. Any Trustee or SSC Member in breach of statutory or other eligibility criteria **must** report this as soon as practical to the Chair of the Trust Board and/or to the Clerk to the Trust Board. Failure to do so and any breach of statutory or other eligibility criteria, will lead to suspension and/or dismissal from office.

The Trust Board: Constitution and Reserved Matters

Purpose	The Trust Board (“the Board”) is legally responsible for ensuring that the company fulfils its statutory objectives, general functions and duties and appropriately exercises the legal powers vested in it, under the Charities Act 2011 and other legislation.
Appointment and Constitution	The Constitution and Membership of the Board shall be determined in accordance with Trust Articles (March 2023) and the Policy of the Board relating to Succession Planning including appointment of co-opted Trustees.
Quorum	Any three members of the Board shall constitute a quorum.
Frequency of meetings	Trust Articles require that the Board meets on at least three occasions each year. Trustees have agreed that the Board should meet in accordance with an agreed annual Calendar of Meetings which normally provides for a minimum of 6 meetings each year plus an Annual Board Strategy Day and occasional residential meetings, the focus of which is Trust Strategy.
Attendance	The Chief Executive, Executive Leadership Team (or their nominee(s)) and Clerk to the Board shall normally attend meetings of the Board. Other staff may attend at the discretion of the Chair.
Confidentiality	The agenda, supporting papers and minutes of meetings of the Board and of Board Committees shall be deemed non-confidential unless otherwise agreed by Trustees. (All confidential items shall be annotated (including the reasons for confidentiality) as such on each Board and Board Committee agenda).
Reserved Matters Generally	Matters referred to the Board shall take account of the Board Strategic Risk Register and shall include any proposal for new initiatives or policy and any developments which may impact on the strategic direction of the Trust in terms of finance, policy, service delivery, reputational risk or organisational culture, including the Avanti Way. Issues regarded as novel or potentially precedent-setting shall be referred to the Board for consideration and decision. (For example, where an issue may become a 'test case' or, in the view of the Chief Executive, is likely to be controversial or contentious). This includes issues that may risk potential damage to reputation/public trust and confidence, key relationships and /or that may have a personal impact on Board Members and/or on senior members of staff). In

<p>Specific Reserved Matters Strategic oversight, vision and planning</p>	<p>considering these matters, the Board shall take into account the recommendation of the Chief Executive as to whether the issue is novel or contentious in terms of ESFA guidance.</p> <p><u>Approval of</u></p> <ul style="list-style-type: none"> ● all matters relating to Trust Vision, values and ethos; ● the overall strategic direction of the Trust within available resources and review and/or variation of agreed strategy and plans. This includes on recommendation of the Chief Executive: <ul style="list-style-type: none"> - the Strategic Plan for the Trust and its' Academies and any proposed amendments thereto; and - proposals for entering into strategic partnerships. ● matters referred to the Board by the Chief Executive and on which <ul style="list-style-type: none"> - the Board has indicated it wishes to be kept informed and/or requires early warning or dialogue; and - the Chief Executive requires a steer or input from the Board.
<p>Finance and related matters</p>	<p><u>Approval (on recommendation of the appropriate Committee or the Chief Executive)</u></p> <ul style="list-style-type: none"> ● financial management and investment policies and decisions including the funding model to be adopted across the Trust and its Academies; ● the extent of Central Services to be provided by the Trust and the allocation or apportionment of the costs of those services; ● the annual revenue budget for the Trust including the annual budget of each Academy as recommended by the Chief Finance Officer (CFO) ● the Trust Reserves Plan and any variation thereto; ● the Annual Capital Budget and supporting criteria and any variation thereto; ● material variations to the approved budget including actions that may be required to ensure that the expenditure of the Trust remains within agreed limits. (Virement within and between approved budget limits are a matter for the Chief Financial Officer to determine); and ● appointment of internal and external* auditors <p><i>*for recommendation to Members</i></p>
<p>Estates</p>	<ul style="list-style-type: none"> ● the Estates Vision and Strategy including Sustainability
<p>Governance</p>	<ul style="list-style-type: none"> ● the governance arrangements of the Trust, to ensure adherence to the commitment of the Board to the highest standards that command the confidence of stakeholders including staff;

	<ul style="list-style-type: none"> ● the Scheme of Delegation and any proposed amendment thereto including the terms of reference and appointment of Committees; ● the report and recommendations of any governance review of effectiveness (external or internal); ● the policy and procedures relating to Trustee and SSC Member Succession Planning (proposed variations to which are subject to the approval of Members); ● any actions that may be required pursuant to breaches or alleged breaches of the Trustee and SSC Member Code of Conduct; ● the arrangements for training of Trustees and SSC Members; ● the appointment and/or dismissal of the Chief Executive and of the Clerk to the Board.
Audit Risk and Compliance	<ul style="list-style-type: none"> ● the arrangements for internal audit and for compliance
Organisational Structure	<ul style="list-style-type: none"> ● on recommendation of the Chief Executive the overall structure and staffing of the Trust and any proposed amendments thereto;
Performance Targets and Standards including Pupil Outcomes	<ul style="list-style-type: none"> ● performance targets and key performance indicators (KPIs) for the Trust and its Academies. This includes actions recommended where Academy Improvement Plans and/or improvement actions have not been implemented or have not had the desired impact in terms of improved performance and pupil outcomes; ● the performance of the Chief Executive and Trust Leadership Team and others to whom responsibilities have been delegated. This includes holding them collectively and individually to account for the overall performance of the Trust (and individual academies) against agreed targets and KPIs, the exercise of their delegated powers and delivery against the targets, plans and budgets approved by the Board.
Policy	<ul style="list-style-type: none"> ● all Policies and material amendments thereto in accordance with Part 3 of the Scheme of Delegation and the Annual Programme of Policy Review.

Part 2: Trust Board Committees

This includes the Constitution, terms of reference and policy remit of all Trust Board Committees.

Admissions Committee: Constitution, Terms of Reference, Delegated Authority and Responsibilities

Purpose	<p>The Trust Board is required by law to determine school admission arrangements by 28 February each year. This includes consultation of admission arrangements when a change to those arrangements is proposed or every seven years when there has been no change for that period.</p> <p>The detailed scope of the delegated authority of the Committee is set out below.</p>
Constitution and Membership	<p>The Committee shall comprise the Chair of the Trust Board together with the Chairs of each Trust Board Committee (excluding School Stakeholder Committees).</p>
Chair	<p>The Committee shall appoint a Chair from amongst their number at the first scheduled meeting of each Academic Year. The Chair shall hold office until the first meeting of the Committee held in the following Academic Year. The retiring Chair of the Committee shall be eligible for re-appointment.</p> <p>Subject to the meeting being quorate, in the absence of the Committee Chair, the remaining members present at a meeting shall elect one of their number to chair the meeting.</p>
Quorum	<p>The quorum for each meeting of the Committee shall be three members of the Committee.</p>
Interests	<p>Any member of the Committee having a personal or a financial interest in the business of a meeting of the Committee, either directly or indirectly, shall declare for recording in the minutes the nature of that interest and may, provided the nature of the interest is declared before the business is discussed, and with the permission of the Chair, remain in the meeting but shall not be permitted to vote on that issue(s).</p>
Clerk	<p>The Trust Head of Governance/Clerk to the Trust Board (or their nominee) shall act as Clerk to the Committee and shall attend all meetings and provide all necessary support to it, including liaison with advisers to the Committee as may be required, preparation of agenda, recording of Committee minutes and ensuring that the Committee receives information and papers in a timely manner* to enable full and proper consideration of the relevant issues.</p> <p><i>*to be made available to all Trustees and Committee members on Governor Hub normally not less than seven days prior to the day of the meeting.</i></p>
Frequency of Meetings	<p>The Committee shall meet in accordance with a schedule to be published annually in line with the statutory requirements of the Admissions Code, which requires that final decisions on Admissions Policy be completed by 28 February annually.</p> <p>(Usually, there shall be two meetings of the Committee each year:</p> <ul style="list-style-type: none"> a) during the early part of the autumn term, the purpose of which shall be to advise Trustees of proposed amendments to Admissions Policies and the consultation arrangements related thereto and to enable the Committee to indicate their requirements (if any) for the report to the late January of early February meeting; and

	<p>b) in late January or early February to consider proposed Admissions Policies including the outcome of any consultation relating thereto.</p> <p>The Chair may instruct the Clerk to convene additional meetings during the year the purpose of which must be set out in the agenda for the meeting.</p>
Confidentiality	The agenda, supporting papers and minutes of meetings of the Committee shall be deemed non-confidential unless otherwise agreed by the Committee.
Attendance at meetings	<p>The Chief Executive, Education Director, Trust Compliance Officer and Clerk to the Board shall normally attend meetings of the Committee.</p> <p>At the discretion of the Chair other senior members of staff may be invited to attend for all or part of any meeting and with the consent of the Chair may address the meeting.</p>
Scope of Authority and Delegated Functions	<p>The Committee is authorised by the Trust Board to:</p> <ul style="list-style-type: none"> - annually review and determine by no later than 14 February each year (or exceptionally as may be required by the Schol Adjudicator) the admission arrangements for each of the schools within the Trust. This includes the overarching non-statutory Admissions and related policy for Pre-School provision. - oversee supporting procedures (including any consultation process that may be required) and determine issues and decisions required arising from any consultation process; - seek formal assurance from the Executive that in determining Trust Admissions Policy the Admissions Code and the DfE Checklist relating to the Code (attached at Annex A and as revised from time to time) has been adhered to throughout the process. This includes assurance that each school has published on their website in an easily accessible form the approved Admission arrangements and the appeals procedure and timelines related thereto.
Policies (Schools)	The Committee has responsibility for oversight and review of Admissions Policies and shall seek assurance that those policies are correctly implemented, reviewed and administered as required by legislation /Regulation. All material amendments to those Policies and / proposals for adoption by the Trust of new Admissions Policies shall be subject to recommendation to the Trust Board in accordance with the Trust Scheme of Delegation (Part 3: Policies)*.
(Pre School Provision)	All Trust Pre-School provision is subject to compliance with the over-arching Pre-School Admissions and related Policies approved by the Board on recommendation of this Committee. Subject to this, the individual Admissions and related Policy of all Trust Pre-School Providers and any variation thereto shall be subject to approval by the Education Director or their nominee from within the Education Improvement Team. The approved Policy shall be reported to and noted by the SSC. (School Principals, Pre-school Managers and SSCs do not have authority to approve or to agree any Pre School Policy or related Policy or any amendment thereto).
*Note	<u>In Year Changes to Admissions Policy</u>

	<p><i>This is possible but not encouraged. The Admissions Code provides the procedure for this which, subject to the nature of the proposed change, may require formal consultation and will require notification to all relevant parties.</i></p> <p><i>All proposed in-year changes to an Admissions Policy requires the approval of the Admissions Committee for which a Special meeting of the Committee shall be convened.</i></p>
Minutes	The Minutes of all meetings of the Committee shall be submitted to the next available meeting of the Trust Board and made available on Governor Hub for noting.
Annex A	DfE Admissions Code checklist

POLICIES and PROCEDURES WITHIN THE REMIT OF THE ADMISSIONS COMMITTEE

Policy Name	Policy Category and delegation
Admissions Policies – all Trust Schools	Category 1 Level 1
Admissions and related Policies – Pre-School Provision	<i>Overarching Admissions and related Policy agreed by the Board to be reviewed annually by this Committee and to include individual Pre School Admission and related policies approved by the Education Director or their nominee from within the Education Improvement Team.</i>
Procedures	
Admissions Code including Admissions Consultation Process	Regulatory Requirement
Admissions Appeals	
Each Trust School enters into a Service Level Agreement under which Admissions Appeals are dealt with by their respective Local Authority.	SLA between School and Local Authority

<p>Annex A</p> <p>The full School Admissions Code can be viewed here</p>	<p>School Admissions Code (the Code)</p>
<p>Admissions Code Checklist</p>	
<p>Timescales</p>	<p>The Trust must have determined admissions arrangements for entry in September each year by 28 February of the previous year.</p> <p>The arrangements must be published on the Trust (and school) website by 8 March and have been sent to relevant local authority(ies) before 15 March.</p>
<p>Consultation on PAN</p>	<p>As their own admission authority, academy trusts are not required to consult on their Published Admission Number (PAN) where they propose either to increase or keep the same PAN.</p>
<p>Statutory Consultation</p>	<p>Admission authorities must consult when:</p> <ul style="list-style-type: none"> a) they proposed to reduce the PAN of any school; and b) admission arrangements are changed or if they have not been consulted on within the last 7 years; and <p>Admission authorities must consult for a minimum period of 6 weeks. Consultation must take place between 1 October and 31 January in the determination year.</p>
<p>Publication on Trust /School Website</p>	<p>Once admission authorities have determined their admission arrangements, they must notify the appropriate bodies and must publish a copy of the determined arrangements on their website displaying them for the whole offer year (the academic year in which offers for places are made)</p>
<p>Faith Schools</p>	<p>Admission authorities for faith schools must send a copy of their arrangements to the body or person representing their religion or religious denomination</p>
<p>Variations to PAN</p>	<p>Where an admission authority has determined a PAN that is higher than in previous years, they must notify the local authority that they have done so, and make specific reference to the change on their website</p>

Selection tests: duty to inform parents	Admission authorities must take all reasonable steps to inform parents of the outcome of selection tests before the closing date for secondary applications on 31 October so as to allow parents time to make an informed choice of school - while making clear that this does not equate to a guarantee of a selective place
Criteria for allocation of school places	The admission authority for the school must set out in its arrangements the criteria against which places will be allocated at the school when there are more applications than places and the order in which the criteria will be applied. All children whose statement of special educational needs (SEN) names the school must be admitted
Over-subscription criteria	All schools must have over-subscription criteria for each relevant age group and the highest priority must be given, unless otherwise provided in the code, to looked after children and previously looked after children. Relevant age group means the age group at which pupils are or will normally be admitted to the school, for example reception, year 7 or year 12
Tie-breaker (where required)	Admission arrangements must include an effective, clear and fair tie-breaker to decide between two applications that cannot otherwise be separated
Clarity of definitions: siblings	Admission authorities must state clearly in their arrangements what they mean by 'sibling' (for example whether this includes step siblings, foster siblings, adopted siblings and other children living permanently at the same address or siblings who are former pupils of the school)
Catchment areas	Catchment areas must be designed so that they're reasonable and clearly defined
Over subscription criterion (social/medical need)	If admission authorities decide to use social and medical need as an over-subscription criterion, they must set out in their arrangements how they will define this need and give clear details about what supporting evidence will be required (for example a letter from a doctor or social worker) and then make consistent decisions based on the evidence provided
Schools not over-subscribed	If a school is not oversubscribed, all applicants must be offered a place, with the exception of designated grammar schools

Relevant age-groups	Each relevant age group must have admission arrangements, including an admission number and over-subscription criteria. Some schools (for example schools with sixth forms which admit children into the sixth form) may have more than one relevant age group
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Audit and Risk Committee:

Constitution, Terms of Reference, Delegated Authority and Responsibilities

Note: The terms of reference of this Committee are based on the most recent DfE/Best practice Model. This states, amongst other things:

“...Under the ATH all trusts must ensure effective oversight and monitoring of their internal controls. In support of this, a programme of internal scrutiny must be established to provide independent assurance to the board that its systems, controls and risk management procedures are operating effectively. This programme and the resulting annual internal scrutiny report also helps assure ESFA that trusts’ controls are operating as they should.

The ATH explains that internal scrutiny work must focus on:

- evaluating the suitability of, and level of compliance with, financial and non-financial controls. This includes assessing whether procedures are effective and efficient, and checking whether agreed controls and procedures have been followed
- offering advice and insight to the board on how to address weaknesses in financial and non-financial controls. In this way they can act as a catalyst for improvement, but without diluting management’s responsibility for the day to day running of the trust
- ensuring all categories of risk are adequately identified, reported, and managed”

<p>Overview and Purpose of Committee</p>	<p>This is to:</p> <ul style="list-style-type: none"> • maintain oversight of the Academy Trust's financial, governance, risk management and internal control systems; • to report findings termly and annually to the Trust Board and the Accounting Officer as a critical element of the trust's annual reporting requirements; and to <p>Recommend to the Trust Board:</p> <ul style="list-style-type: none"> - the Annual Programme of Internal Audit, all Trustees to be invited to contribute to the list of items for consideration for inclusion in the Programme. The agreed Programme is to <ul style="list-style-type: none"> a) be objective, and independent, covering systems, controls transactions, risk and other activities; b) be reported to the Trust Board, in full, together with the Minutes of the Committee meeting at which the Programme is agreed); and c) take into account most recent DfE advice (See DfE extract 2.3 above and related advice). - appointment or re-appointment, dismissal and remuneration of internal auditors and the terms and conditions on which they are appointed; - the arrangements for establishing and maintaining through effective monitoring, an appropriate risk management strategy and a Strategic Risk Register which shall be reviewed termly by this Committee and shall include an annual fundamental review); and
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	<ul style="list-style-type: none"> - any proposed revision to strategic risk scores considered necessary by the Committee are to be recommended to the Board which must discuss and approve (or otherwise) the proposed revision. <p>and, subject to the approval of the Board to Recommend to Members</p> <ul style="list-style-type: none"> - appointment or re-appointment, dismissal and remuneration of external auditors and the terms and conditions on which they are to be appointed.
Constitution and Membership	<p>Note:</p> <ol style="list-style-type: none"> 1. Members of this Committee may serve on, but may not Chair, the Finance and Resources Committee. 2. Trust employees may not be appointed to the Committee. This includes the Accounting Officer. <p>Subject to the above, the Committee shall comprise a minimum of four non-staff Trustees* to be appointed annually by the Trust Board, normally for a period of one year or until the first meeting of the Trust Board held in the following Academic Year.</p> <p>At least one member of the Committee shall have recent or relevant accountancy, or audit assurance experience, but shall have no executive responsibility for the management of the Trust.</p> <p>Where the Trust Board consider it appropriate, Trustees may co-opt to the committee additional non-Trustees (not staff) with particular relevant skills and expertise. The term of office of any individual appointed in this way shall be determined by the Board at the time of co-option.</p>
Chair* <i>*The Chair of the Trust Board may be appointed to but cannot Chair this Committee (in accordance with DfE/ ESFA guidance).</i>	<p>The Committee shall appoint a Chair at the first scheduled meeting in each Academic Year. The Chair shall hold office until the first meeting of the Committee held in the following Academic Year. The retiring Chair of the Committee shall be eligible for re-appointment.</p> <p>In the absence of the Chair, the Vice-Chair (if appointed) shall take the Chair. If a Vice-Chair has not been appointed, the Committee members present shall elect one of their number present to chair the meeting.</p> <p><u>Casting vote of the Chair</u></p> <p>In the event that there are an equal number of votes for a recommended action, the Chair of the Committee shall have a casting vote provided always that the issue is agreed as a RECOMMENDATION to the Trust Board.</p>
Quorum	<p>The quorum for each meeting of the Committee shall be three non-staff members of the Committee.</p> <p><i>*ESFA advise that an A&R Committee may comprise three Trustees with a quorum of two. The Trust Board has agreed that due to the nature of this Committee there shall be four non-staff Trustee members of the Committee and that the quorum shall be three. (See note re casting vote of the Chair of the Committee (below)).</i></p>
Interests	<p>Any member of the Committee having a personal or a financial interest in the business of a meeting of the Committee, either directly or indirectly, shall declare for recording in the minutes the nature of that interest and may, provided the nature of the interest is declared before the business is discussed, and with the permission of the Chair, remain in the meeting but shall not be permitted to vote on that issue(s).</p>

<p>Clerk</p>	<p>The Trust Head of Governance /Clerk to the Trust Board (or their nominee) shall act as the Clerk to the Committee and shall attend all meetings and provide all necessary support to it, including liaison with advisers to the Committee as may be required, preparation of agenda, co-ordination of reports and recording of Committee minutes and ensuring that the Committee receives information and papers in a timely manner* to enable full and proper consideration of the relevant issues.</p> <p><i>*to be made available to all Trustees and Committee members on Governor Hub normally not less than seven days prior to the day of the meeting.</i></p>
<p>Frequency of Meetings* <i>*ESFA require that the Committee shall meet at least 3 times each year.</i></p>	<p>Meetings of the Committee, which shall meet a minimum of four times a year (at least once each term) shall be synchronised with the agreed Internal Audit Programme, thus ensuring that audit reports are considered by Trustees in a timely manner.</p>
<p>Attendance</p>	<p>The Chief Executive as Chief Accounting Officer, the Chief Finance Officer, Head of Business Services, Trust Compliance Officer and the Clerk to the Trust Board shall normally attend all meetings of the Committee and participate in discussion.</p> <p>At the discretion of the Committee, the Committee may, at any formal meeting, meet privately with the internal and/or or external auditors (i.e. without any member of the Executive Team present). (The agenda for each formal meeting of the Committee shall make provision for this). Internal and/or external auditors shall, at the request of the Committee, regularly attend meetings of the Committee. Subject to prior agreement with the Chair of the Committee, other specialists may also attend to advise or report to the Committee.</p> <p>Employees of the Trust may be invited (by the Clerk in consultation with the Chair) to attend meetings of the Committee to provide information and to participate in discussion (but not to participate in decision making).</p> <p>Any Trustee may attend any meeting of the Committee.</p>
<p>Authority and Delegated Functions <i>(See also Duties below)</i></p>	<p>The Committee has decision making powers as set out in these terms of reference. This includes the duties and responsibilities described in the detailed terms of reference below and in addition, is authorised to:</p> <ul style="list-style-type: none"> - investigate any activity and to request any information it requires from any employee, external auditor, internal auditor or other assurance provider. (All employees are required to co-operate with the Committee in the conduct of its enquiries); - obtain outside legal or independent professional advice it considers necessary, normally in consultation with the Accounting Officer and/or Trust Board. - oversee the agreed process for appointment of internal and external auditors.
<p>Terms of Reference</p>	<p>The role of the Committee is to:</p> <ul style="list-style-type: none"> a) approve the annual Internal Audit Programme* for recommendation to the Board including the scope of individual audits; b) oversee and provide independent assurance and to report termly to the Trust Board on the issues listed below and any other issue referred to it by the Trust Board;

	<p>c) advise the Trust Board on the effectiveness of the external/internal auditors in providing a basis for their reappointment, dismissal, retendering or remuneration. Considerations should include</p> <ul style="list-style-type: none"> - the size of the trust, and the scale, diversity and complexity of its activities - the complexity of the internal scrutiny area being reviewed - any required specialist knowledge or expertise - the scrutineer’s knowledge of the sector - whether they are governed by professional code of ethics and standards - value for money - where relevant, the personal authority, knowledge and integrity of audit partners and their staff to interact effectively with, and robustly challenge, Trust managers; <p>- consider the reports of the auditors and, where appropriate, advise the Trust Board of recommended scope for improvement and/or any material control issues;</p> <p>- oversee and approve the effectiveness of the arrangements for establishing and maintaining the risk management strategy and policy including the Strategic Risk Register; and</p> <p>- provide minutes of all Audit and Risk Committee meetings for review at Trust Board meetings.</p> <p><i>*An Annual Summary Report outlining the areas reviewed by Internal Audit(ors) during the year, the key audit findings, recommendations and conclusions and the response of management thereto shall be provided annually to the Committee in December each year for submission to ESFA. Subject to the nature of the Internal Audit Programme for the year, this report shall be provided by the appropriate Officer of the Trust or commissioned from an Internal Auditor.</i></p>
<p>Duties</p> <p>Risk</p>	<p>On behalf of the Trust Board the Committee is authorised to:</p> <ul style="list-style-type: none"> • examine and review all systems and methods of control both financial and otherwise including risk analysis and mitigations and risk management in general and related to safeguarding in particular; • receive and consider termly summary safeguarding assurance reports including the minutes of all meetings of the Executive Safeguarding Oversight Group (ESOG); • review and endorse (or otherwise) the Business Continuity Plan (substantive changes to be recommended to the Board); • oversee, review and monitor the Risk Management Policy, Strategy and Strategic Risk Register. Review of the Risk Register is to include termly consideration and review of risk mitigations and risk scores. Proposed amendments to risk scores are to be recommended to the Board together with an explanation of the rationale for the change; and • undertake annually, on behalf of the Board, a fundamental review of the Risk Register – substantive changes to be recommended to the Board. • provide termly assurance to the Trust Board that risks are being adequately identified and managed. • advise Trustees on the adequacy and effectiveness of Trust systems of internal control, governance, and risk management processes;

<p>Audit</p>	<ul style="list-style-type: none"> • consider the appropriateness of executive action following internal audit/internal scrutiny reviews and advise the board on any additional or alternative steps the Committee feels should be taken. <p>Internal Audit</p> <p>Whilst the focus of internal audit shall be on evaluation of the suitability of, and level of compliance with, financial and non-financial controls, it shall also take into account wider audit reviews and the advice of DfE relating thereto (in accordance with the Trust approach to internal audit as agreed from time to time≠).</p> <p>The focus on evaluation, compliance and financial and non-financial controls, shall include</p> <ul style="list-style-type: none"> • assessing whether procedures are effective and efficient, and checking whether agreed controls and procedures have been followed; • offering advice and insight to the Board on how to address weaknesses in financial and non-financial controls, acting as a catalyst for improvement, but without diluting management's responsibility for the day to day running of the trust; • ensuring all categories of risk are adequately identified, reported, and managed; • discuss with auditors and/or Trust Managers the nature and scope of each forthcoming audit and the findings of the audit once completed and the response of management to those findings. Subject to this, define and approve the Annual Programme: all internal audits must be subject to an agreed (by the Committee) Audit Brief setting the scope of the audit and defining expected outcomes; <p>The Committee has full delegated responsibility on behalf of the Board of Trustees for examining and reviewing all systems and methods of control (financial and non-financial) including risk analysis and risk management and for ensuring the Trust is compliant with the overall requirements for internal scrutiny, as specified in the Trust Academy Handbook and most recent DfE guidance. The Committee shall</p> <ul style="list-style-type: none"> • take delegated responsibility on behalf of the Board of Trustees for examining and reviewing all systems and methods of control both financial and otherwise including risk analysis and risk management; • ensure the Trust is compliant with the overall requirements for internal scrutiny, as specified in the Trust Academy Handbook; • monitor the performance of internal audit, including agreeing the scope of any external assessment and receiving reports on the management and performance of the providers of internal audit services, including the results of the quality assurance and improvement programme which shall form part of Annual Internal Audit report to the Board. (This is in accordance with the mandatory Internal Audit Standards); <p>External Audit</p> <ul style="list-style-type: none"> • review the external auditor's plan each year;
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<p>General audit arrangements</p>	<ul style="list-style-type: none"> • review the draft Annual Report and audit of Accounts and supporting statements provided by the External Auditor prior to their submission to the Board for formal approval. The Committee is asked to satisfy itself that these reflect best practice and are in accordance with all relevant accounting and reporting requirements including the Trust Academy Handbook; • review the findings of the external auditors and the actions taken by the Trust Leadership Team in response to those findings; and • consider the achievement of value for money and the response of the Executive to the management letters of the External Auditor. <p>The Committee shall also</p> <ul style="list-style-type: none"> • satisfy itself that there is co-ordination between internal and external audit and any other review bodies that are relevant; • ensure that additional services undertaken by auditors are compatible with audit independence and objectivity; • encourage a culture within the Trust whereby individuals feel that they have a part to play in guarding the probity of the Trust and are able to take any concerns or worries to an appropriate member of the Trust Leadership Team or, in exceptional circumstances, directly to the Trust Board; • approve arrangements for provision of any non-audit services by the external or internal auditor and determine any issues related to the resignation or dismissal of the external or internal auditor; • monitor and where the Committee considers necessary draw the attention of the Trust Board to any concerns regarding progress in relation to implementation of any actions recommended (and agreed by management) by any internal or external auditors to address any adverse control findings identified by them; • obtain any outside legal or independent professional advice it considers necessary, normally in consultation with the Accounting Officer and/or the Trust Board;
<p>Information and Cyber Security/GDPR/Data Security</p>	<ul style="list-style-type: none"> • have oversight of the management and response of the Trust in relation to the Freedom of Information Act, Data Protection Act requests, security of data and information (including the arrangements for Cyber Security and GDPR matters). This includes Data Protection and FoI/SARs assurances regarding compliance with statutory response times and numerical reports on all incidents of breaches of Regulation and the actions taken relating thereto irrespective of whether or not it has been necessary to alert the Information Commissioners Office; • satisfy itself as to the security of Trust data and information management systems; • receive and consider the minutes of the Data Protection Committee; • receive and make recommendations to the Board as the Committee considers appropriate, the annual report of the Head of Business Services to include assurances in relation to Cyber Security, GDPR compliance including Trustee, SSC Member and Staff training. Any breach of GDPR Regulations, Data or Cyber security to be reported to the first available meeting of this Committee together with a report on the actions taken and any actions required by or fines imposed by the Regulator;

<p>Governance, Ethics and Probity</p>	<ul style="list-style-type: none"> • monitor the openness of the Trust in its dealings, subject only to the need to preserve confidentiality in those specific circumstances where it is proper and appropriate to do so; • have oversight of provisions that reflect the transparency of the Trust including Whistleblowing Policy and Procedures* and Fraud and Corruption Policy and Procedures and review and discuss any incidents arising under those policies, reporting to the Trust Board as required; <p><i>*jointly with People and Governance Committee</i></p> <ul style="list-style-type: none"> • consider the level of compliance of the Trust with its own and other published standards and controls; • promote and maintain the highest standards of conduct by Trustees and SSC Members having regard to the Nolan principles and any other recommended Code of Conduct established from time to time. This includes consideration and recommendations to the Board of actions required arising from any breach or alleged breach of the Trustee/SSC Member Codes of Conduct†; • review the operation of the Codes of Conduct for Trustees and SSC Members; and • oversee and review the arrangements of the Trust in relation to training, guidance and support in the context of ethics and probity, including promoting and maintaining the Code of Conduct (SSC members and Trustees). <p>† the Chair of the Board may, subject to report to the next available meeting of the Trust Board, suspend any Trustee or SSC Member where, based on available evidence, the Chair considers there to have been a breach of the Governance Trustee / SSC Member Code of Conduct.</p>
<p>Policies</p>	<ul style="list-style-type: none"> • oversight and review of those Policies within the remit of this Committee (Appendix B), seeking assurance that those policies are correctly implemented, reviewed and administered as required by legislation and/or the Trust: all material amendments to those Policies and / proposals for adoption by the Trust of new Policies within the remit of this Committee shall be subject to recommendation to the Trust Board in accordance with the Trust Scheme of Delegation (Part 3: Policies). <p>The Committee shall</p> <ul style="list-style-type: none"> • follow the prescribed activities in the Financial Scheme of Delegation approved by the Trust Board regarding writing off of bad debts and disposal of surplus stock, stores and Assets; and • review any issue referred to it by the Trust Board or any Trust Board Committee
<p>Glossary of Terms</p>	<p><i>Trust Board – the group of officers and trustees responsible for the overall management of the Avanti Schools Trust</i></p> <p><i>Internal Audit – professional advisors providing assurance and advice on the internal control framework and risk management arrangements.</i></p> <p><i>External Audit – the auditors appointed to provide an opinion on the annual accounts and financial statements, and to provide additional advice.</i></p> <p><i>Best practice – the Trust Academy Handbook, guidance from DfE, CIPFA, the Chartered Governance Institute and other recognised professional bodies in relation to the good governance and management of Academy Trusts.</i></p>

Policy within the remit of Audit and Risk Committee

Acceptable Use Policy
Accessibility Plan
Anti Bullying and Cyber Bullying Policy
Business Continuity Plan
BYOD - Bring your own device policy (pupils)
FOI Model Publication Policy
Risk Management Policy
Whistleblowing Policy (jointly with People and Governance Committee)

GDPR Suite of Policies

CCTV policy (DPO Suite)

Data Breach Procedure (DPO Suite)

Data Protection Policy (DPO Suite)

DPIA Procedure

Information security Policy (DPO Suite)

Parent Privacy Notice (DPO Suite)

Pupil Privacy Notice (DPO Suite)

Records Management Policy - Data Retentions Schedule (DPO Suite)

Subject Access Procedure (DPO Suite)

Workforce Privacy Notice (DPO Suite)

Biometric Consent Form - Multi Use

Biometric Consent Form - Single Use

Consent Form

GDPR Consent Form - Staff

Learning, Teaching and Standards Committee: Constitution, Terms of Reference, Delegated Authority and Responsibilities

<p>Overview and Purpose of the Committee</p>	<p>The Committee is responsible for providing assurance to the Trust Board, and where the Committee consider appropriate, making recommendations to the Board on:</p> <ul style="list-style-type: none"> - safeguarding and pupil well-being - SEND policy and practice and related issues; - the standards, performance and quality of education provision in all Trust schools; - the effectiveness and performance of the Avanti Institute; - the effectiveness of delivery of the Trust School Improvement Plan including curriculum alignment; - promotion and upholding the Avanti Vision, Values and ethos including delivery of The Avanti Way; and - proposed new and/or revisions to existing Trust education, policy and practice recommended by the CEO/Director of Education from time to time.
<p>Constitution and Membership</p>	<p>The Committee shall comprise a minimum of four non-staff Trustees and/or other suitably qualified individuals*, to be appointed annually by the Trust Board, normally for a period of one year or until the first meeting of the Trust Board held in the following Academic Year,</p> <p><i>*where the Committee considers appropriate, they may co-opt additional members to the Committee with particular relevant skills and expertise, provided always that the majority of members on the Committee are Trustees appointed by the Trust Board.</i></p>
<p>Chair</p>	<p>The Chair of the Committee shall be one of the Trustees appointed to the Committee by the Trust Board and shall be appointed by the Committee at the first scheduled meeting in each Academic Year.</p> <p>The Chair shall hold office until the first meeting of the Committee held in the following Academic Year. The retiring Chair of the Committee shall be eligible for re-appointment.</p> <p>In the absence of the Chair, the Vice-Chair (if appointed) shall take the Chair. If a Vice-Chair has not been appointed, the Committee shall elect one of the Trustee members of the Committee to chair the meeting.</p>
<p>Quorum</p>	<p>Any three members of the Committee shall constitute a quorum, provided always that the majority of those present are Trustees appointed by the Trust Board to the Committee.</p>
<p>Interests</p>	<p>Any member of the Committee having a personal or a financial interest in the business of a meeting of the Committee, either directly or indirectly, shall declare for recording in the minutes the nature of that interest and may, provided the nature of the interest is declared before the business is discussed, and with the permission of the Chair, remain in the meeting but shall not be permitted to vote on that issue(s).</p>
<p>Clerk</p>	<p>The Trust Head of Governance /Clerk to the Board (or their nominee) shall act as Clerk to the Committee and shall provide all necessary support to it, including liaison with advisers to the Committee as may be required, preparation of agenda, co-ordination of reports and recording of Committee minutes and ensuring that the Committee receives information and papers in a timely manner* to enable full and proper consideration of the relevant issues.</p> <p><i>*to be made available to all Trustees and Committee members on Governor Hub normally not less than seven days prior to the day of the meeting.</i></p>

Frequency of Meetings	The Committee shall meet at least four times each year (normally termly (two meetings in the Spring term)).
Attendance	<p>The CEO, Education Director, CFO, (and/or their nominees) shall (subject to the direction of the Chair of the Committee) be entitled to attend all meetings of the Committee.</p> <p>The Clerk to the Committee (or their nominee) shall attend all meetings of the Committee.</p> <p>Any Trustee may attend any meeting of the Committee.</p>
Authority and Delegated Functions	<p>The Committee is required by the Board to achieve it's delegated responsibility for providing assurance to Trustees, and where the Committee considers appropriate, recommending new and/or revisions to existing Trust education policy and practice, through</p> <ul style="list-style-type: none"> ● monitoring and reporting to the Board on the effectiveness of Trust Safeguarding and SEND policy and practice (see below); ● constructively challenging the Education Director as to the effectiveness and impact of the Trust School Improvement process and related school improvement work; ● reviewing performance outcomes and benchmarking data and supporting narrative commentary for individual Trust schools and for the overall performance of the Trust in comparison to regional and national standards and to other comparable Trusts; ● in depth review/scrutiny of schools in Special Measures and/or Requiring Improvement and/or that may be a cause for concern, including those schools that may be slow to improve; ● reviewing reports proposing new IT systems in Trust schools and to seek assurance relating to compliance and the effectiveness of cyber security of those systems. ● drawing the attention of the Trust Board to any concerns arising from <ul style="list-style-type: none"> - the standards and performance of schools. This includes outcomes (i.e. attainment, progress and outcomes), attendance and persistent absence, quality of teaching, staff turnover and other KPIs as agreed from time to time; - progress in delivery of the Trust School Improvement Plan including curriculum alignment; - the progress and effectiveness of education in each Trust school* having regard to the Ofsted categories of <ul style="list-style-type: none"> ▪ quality of education ▪ behaviour and attitudes ▪ personal development ▪ leadership and management <p>This includes Early Years and where provided pre-school (Nursery) Provision.</p> <ul style="list-style-type: none"> - review of outcomes and actions required arising from Challenge Board meetings, the minutes of which shall be presented to the Committee; - delivery of the statutory requirements of the National Curriculum including the effectiveness of assessment and related moderation arrangements;

- the effectiveness in terms of value for money, of staff CPD and the standards, performance and quality of education provision in Trust schools of the Avanti institute including the partnerships in which the Institute participates;
- the effectiveness of the Trust* in
 - ◊ meeting the educational and inclusion, medical, social, emotional and behavioural needs of all students attending Trust schools including measures in place to support disadvantaged children;
 - ◊ embedding in all Trust schools the ethos of the Avanti Schools Trust including the “Avanti Way”
 - ◊ reviewing Ofsted inspection outcomes including “Lessons Learned” and progress in delivery of Action Plans for implementation of Inspection Report recommendations;
 - ◊ monitoring the impact and effectiveness of Performance Management and related Policy insofar as this relates to the quality of education and standards of leadership in Trust schools*; and
 - ◊ occasional review of the effectiveness and educational impact of the Policies within the remit of this Committee.

**Performance Management, Appraisal and related policy is determined by the People and Governance Committee*

Safeguarding

- the safety of children in Trust schools is paramount. The Committee shall have particular regard to safeguarding compliance and effectiveness in all schools within the Trust and shall draw the attention of the Board to any safeguarding concerns arising from the termly Safeguarding Monitoring Report*.

**Where the Committee considers appropriate, a recommendation(s) for action(s) shall be made to the Education Director, who shall report further on the actions taken in response to the recommendation(s) to the subsequent Trust Board meeting. A summary termly Safeguarding Report is to be presented to the Audit and Risk Committee.*

Policies within the remit of Learning, Teaching and Standards Committee

Behaviour Framework
 Careers Guidance
 Child Protection & Safeguarding Policy and procedures
 Children Looked After
 Collective Worship Policy
 Early Career Teachers (ECT) Policy
 EYFS - Overall Statement
 On-Line Safety and Remote Learning
 Parent Charter (Home School Agreement)
 Philosophy, religion and ethics (PRE) Policy
 Physical Intervention and Reasonable Force

Relationships, Sex and Education (RSE) Policy

School Exclusions and Suspensions Policy

Special Educational Needs and Disability Policy (SEND)

Supporting pupils with medical needs and conditions & Children with Health Needs who cannot attend school Policy

Uniform Guidance Statement

Whistleblowing - Examinations

Visitors to Schools Behaviour Policy)

Finance and Estates Committee:

Constitution, Terms of Reference, Delegated Authority and Responsibilities

<p>Overview and Purpose of Committee</p>	<p>This is to</p> <ul style="list-style-type: none"> ● develop, oversee, monitor and make recommendations to the Trust Board on the Financial Strategy, forward Financial Plan and Financial Policies of the Trust in support of delivery of the Trust Strategic Plan and Education School Improvement Plan. This includes development for consideration by the Board and oversight for assurance to the Board of financial strategies and supporting policies including budget allocation, capital spending, Investment Policy, financial management, GAG and other funding, resource allocation and Reserves Policy; ● annually to consider and recommend to the Trust Board the Trust Budget and Forward Financial Plan, this to include the budget for each School and the Budget for the Central MAT. ● satisfy itself, through assurance reports (including consideration of the Annual External Audit of Accounts and Financial Statements to be presented to the Committee by the External Auditor), that the financial management, accounting and other practices of the Trust are in line with current requirements of the ESFA, the Academy Trust Handbook and other required accounting practice; ● hold to account and constructively challenge the Trust Executive Leadership Team as to the effectiveness and impact of resource management deployment, policies, procedures and practice; ● review benchmarking data and agreed KPIs in relation to the overall financial and estates performance of the Trust in comparison to regional and national standards and to the performance of other comparable Trusts; ● consider and review detailed reports on the financial sustainability, environmental sustainability, infrastructure, human resource* and estate management performance practices and resources of the Trust; <p><i>*subject to reports from the People, Compliance and Governance and Remuneration Committees.</i></p> <ul style="list-style-type: none"> ● consider and make recommendations to the Board on all proposed capital projects and, where appropriate, progress in relation to delivery of these. This includes reporting and making recommendations to the Board on the impact and proposed use of Trust Reserves Financial Strategies, revenue and other resource consequences of all proposed new developments; and ● consider the financial consequences of regular financial reports including updated forecasts and to raise any concerns with the Executive/Board as appropriate.
<p>Constitution and Membership</p>	<ol style="list-style-type: none"> 1. <i>Members of this Committee may serve simultaneously on the Audit and Risk Committee but may not Chair either Committee.</i> 2. <i>Trust employees may not be appointed to the Committee. This includes the Accounting Officer.</i> 3. <i>At least one member of the Committee shall have recent or relevant accountancy, or audit assurance, experience. Subject to compliance with Trust Articles and the Policy in relation to appointment of co-opted Trustees, this person may where necessary be co-opted by the Trust Board from outside of the Board of Trustees. The term of office of any co-opted Trustee shall be determined by the Board and approved by Members at the time of co-option.</i> <p>Subject to the above, the Committee shall comprise a minimum of three Trustees appointed by the Board.</p>

Interests	Any member of the Committee having a personal or a financial interest in the business of the meeting, either directly or indirectly, shall declare that interest which shall be recorded in the minutes and may, provided the nature of the interest is declared before the business is discussed, and with the permission of the Chair, remain in the meeting but shall not be permitted to vote on that issue(s).
Chair	<p>The Committee shall appoint a Chair, who shall be a Trustee, at the first scheduled meeting in each Academic Year.</p> <p>The Chair shall hold office until the first meeting of the Committee held in the following Academic Year. The retiring Chair of the Committee shall be eligible for re-appointment.</p> <p>In the absence of the Chair, the Vice-Chair (if appointed) shall take the Chair. If a Vice-Chair has not been appointed, the Committee members present shall elect one of the remaining Trustees Committee members to chair the meeting.</p> <p><u>Casting vote of the Chair</u></p> <p>In the event that there are an equal number of votes for a recommended action, the Chair of the Committee shall have a casting vote provided always that the issue is agreed as a RECOMMENDATION to the Trust Board.</p>
Quorum	Any three members of the Committee shall constitute a quorum.
Clerk	<p>The Trust Head of Governance /Clerk to the Trust Board (or their nominee) shall act as the Clerk to the Committee and shall provide all necessary support to it, including liaison with advisers to the Committee as may be required, preparation of agenda, co-ordination of reports and recording of Committee minutes and ensuring that the Committee receives information and papers in a timely manner* to enable full and proper consideration of the relevant issues.</p> <p><i>*to be posted on Governor Hub normally not less than seven days prior to the day of the meeting.</i></p>
Frequency of Meetings	Meetings of the Committee, which shall meet a minimum of four times a year.
Attendance	<p>The Chief Executive and Accounting Officer, Finance Director (FD), Head of Finance, Head of Business Services, and Head of Governance or their nominees shall normally attend all meetings of the Committee and participate in discussion, as appropriate.</p> <p>Employees of the Trust may be invited (by the Clerk in consultation with the Chair) to attend meetings of the Committee to provide information and to participate in discussion (but not to participate in decision making).</p> <p>Any Trustee may attend any meeting of the Committee.</p>
Authority and Delegated Functions Finance	<p><u>To make recommendations to the Board on:</u></p> <p>approval of the annual budget for the Trust as recommended by the Chief Finance Officer (CFO) having regard to the key objective of maximising Trust resource through use of structured and innovative solutions for the benefit of education for children;</p> <ul style="list-style-type: none"> ● proposed investment and capital financing decisions and any other financial matter referred to the Committee by the Trust Board; ● the financial management, investment policies and reserves plan and any proposed amendment thereto; ● where applicable, Deficit Reduction Plans required by individual academies including the termly monitoring of implementation of those Plans. ● Trust financial controls, regulations, delegations and proposed amendments thereto

<p>Financial regulations and delegation</p>	<p>including Procurement arrangements.</p>
<p>Budget and assurance Monitoring</p>	<p>To review and provide assurance to the Trust Board (or draw their attention to concerns) as to the overall financial performance, sustainability and resource requirements/use of Trust finances (including performance against approved budgets) through consideration of:</p> <ul style="list-style-type: none"> ● the Termly Dashboard and Monthly Management Accounts and supporting narrative report submitted to each meeting of the Committee by the CFO/Head of Finance; ● the termly assurance report from the Finance Team providing oversight and assurance (or drawing attention to concerns) of the progress of individual school budgets against their approved budgets; ● reports relating to Trust financial efficiencies and economies of scale (value for money); ● scrutiny of the management accounts and accompanying budget variation analysis; ● re-forecast outturns as presented to the Committee by the Executive; ● oversight of the implementation and operation of financial procedures of the Trust, including its banking arrangements, recommendations for improvements to be made to the Board; ● pensions arrangements and contributions across the Trust; and ● the commercial and fundraising activities of the Trust to seek assurance that these are carried out effectively.
<p>Investment Policy</p>	<p>The Committee is authorised to:</p> <ul style="list-style-type: none"> ● approve and review each investment asset class (including currency denomination where non-GBP); ● on recommendation of the CFO, approve (or recommend to the Trust Board as appropriate) the period of time funds are to be held on deposit as set out in the approved Investment Strategy and Policy approved by the Board on recommendation of this Committee from time to time; ● monitor and track financial exposure and require assurance from the Executive that these are well managed and controlled; and ● report to and assure the Trust Board that all investments are in accordance with the aims and requirements of the Trust Investment Policy.
<p>Nationally negotiated salary awards</p>	<p>To consider and make recommendations to the Remuneration Committee as the affordability of any nationally negotiated salary or related awards before that Committee makes a recommendation to the Trust Board on the adoption or otherwise of those awards.</p>
<p>Estates and Asset Management</p>	<p>To consider and make recommendations to the Board regarding the strategic development and maintenance of the Trust Estate and Vision. This includes</p> <ul style="list-style-type: none"> - all proposals for new developments and or capital projects;

<p>Management and other Trading Activities</p> <p>ICT</p> <p>People and Human Resources</p>	<ul style="list-style-type: none"> - oversight and monitoring of the effective operation and management of the Trust’s estate and assets through consideration of termly (or annual as appropriate) assurance reports from the Head of Business Services confirming that <ul style="list-style-type: none"> ▪ having regard to most recent DfE guidance relating to Estates and Asset Management, the responsibilities and obligations of the Trust as set out in the approved Estates Vision, including sustainability and condition management objectives are being met across the Trust as per GEMS guidelines; ▪ where the Committee consider these responsibilities and obligations are not being met, to recommend to the Board the actions required, to include estimated additional costs (if any); and ▪ academies have completed the Annual Review of their individual Asset Registers and that the Trust level Asset Register has been reviewed, the Committee to consider and make recommendations to the Board on any recommendations arising from those Reviews. ● determination of policies for the use and management (outside of Academy core hours) of individual academy premises and grounds, with a view to improving community provision and the overall lettings and charging policy. ● within existing Trust Policy, to determine the nature and use of Trust trading activities (if any) including the quality of provision for students, compliance with legal requirements and monitoring the effectiveness and customer satisfaction with the services provided. <p>To review and monitor strategies for the effective development, procurement and implementation of ICT across the Trust, including MIS and teaching and learning technology.</p> <p>NB : Audit and Risk Committee is responsible for Cyber/Data security and related matters)</p> <p>The People and Governance Committee is responsible for the People Resource of the Trust. The remit of this Committee in that regard is limited to review and report to the Board on the financial and budget implications of People and Human Resource Policies and decisions, including remuneration policies and any Trust staff restructuring proposals.</p> <p><i>Note:</i></p> <p><i>The Committee is authorised to obtain external legal or other independent professional advice on any matter within its’ remit, and to secure the attendance of any person at any Committee meeting with relevant experience and expertise if it considers this necessary. If the Committee wishes to obtain outside legal advice, the Chair shall first seek advice from the Trust CEO both in relation to the matter concerned and any retainer agreement in place with existing legal advisors.</i></p>
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Policies within the remit of Finance and Estates Committee

Financial Control Suite of Policies
Charging and Remissions Policy
Financial Controls
Investment Management Policy (Part of Financial Controls suite)
Reserve Management Strategy and Policy
Estates Related Policy
Health and Safety

People and Governance Committee:

Constitution, Terms of Reference, Delegated Authority and Responsibilities

<p>Overview and Purpose of the Committee</p>	<p>The role of the Committee is to have oversight, provide assurance and advice, and where the Committee considers appropriate, make recommendations to the Board relating to</p> <p>People</p> <p>Policies, practice and procedures relating to the terms and conditions of employment (excluding pay policy*), well-being, development and effective management of all staff other than the designated Trust Executive Leadership Team*</p> <p><i>*responsibility for Pay Policy (Teachers and Support Staff) is within the remit of the Remuneration Committee which is also responsible for Executive Pay Policy and the terms and conditions of the designated Leadership Team.</i></p> <p>Governance</p> <p>Policies, practice and procedures including adherence to the commitment of the Trust to high standards of Governance and best governance practice. This includes the Governance Action Plan as agreed by the Trust Board from time to time.</p>
<p>Constitution and Membership</p>	<p>The Committee shall comprise:</p> <ul style="list-style-type: none"> a) a minimum of four non-staff Trustees and/or other suitably qualified individuals, to be appointed annually by the Trust Board, normally for a period of one year or until the first meeting of the Trust Board held in the following Academic Year; and b) where the Board considers appropriate, additional members may be co-opted to the Committee with particular relevant skills and expertise, provided always that the majority of members on the Committee are Trustees appointed by the Trust Board.
<p>Chair</p>	<p>The Chair of the Committee shall be one of the Trustees appointed to the Committee by the Trust Board and shall be appointed by the Committee at the first scheduled meeting in each Academic Year.</p> <p>The Chair shall hold office until the first meeting of the Committee held in the following Academic Year. The retiring Chair of the Committee shall be eligible for re-appointment.</p> <p>In the absence of the Chair, the Vice-Chair (if appointed) shall take the Chair. If a Vice-Chair has not been appointed, the Committee shall elect one of the Trustee members of the Committee to chair the meeting.</p>
<p>Quorum</p>	<p>The quorum for each meeting of the Committee shall be three members of the Committee.</p>
<p>Interests</p>	<p>Any member of the Committee having a personal or a financial interest in the business of a meeting of the Committee, either directly or indirectly, shall declare for recording in the minutes the nature of that interest and may, provided the nature of the interest is declared before the business is discussed, and with the permission of the Chair, remain in the meeting but shall not be permitted to vote on that issue(s).</p>
<p>Clerk</p>	<p>The Trust Head of Governance/Clerk to the Board (or their nominee) shall act as Clerk to the Committee and shall attend all meetings and provide all necessary support to it, including liaison with advisers to the Committee as may be required, preparation of agenda, co-ordination of reports</p>

	<p>and recording of Committee minutes and ensuring that the Committee receives information and papers in a timely manner* to enable full and proper consideration of the relevant issues.</p> <p><i>*to be made available to all Trustees and Committee members on Governor Hub normally not less than seven days prior to the day of the meeting.</i></p>
Frequency of Meetings	The Committee shall meet at least three times each year (normally termly).
Attendance	<p>The CEO, CFO, Head of People and Head of Governance (or their nominee) shall (subject to the direction of the Chair of the Committee) be entitled to attend all meetings of the Committee.</p> <p>Any Trustee may attend any meeting of the Committee</p> <p>At the discretion of the Chair of the Committee, the Chair of any SSC may be invited to attend a meeting of the Committee to discuss the effectiveness and any support needs of, or concerns raised in relation to, their SSC.</p>
Authority and Delegated Functions	<p>To review and where the Committee considers necessary or appropriate to make recommendations to the Board on:</p> <p>Part 1 : People</p> <p>HR Policies (See List of Policies within the remit of this Committee – below). This includes the terms and conditions of employment of all staff (excluding Pay Policy) other than the designated Executive Leadership Team where these differ from standard terms and conditions of employment of other staff.</p> <p>Approval of</p> <p>Subject to Trust Policy as agreed from time to time, the arrangements for</p> <ol style="list-style-type: none"> a) Trustee representation on staff interview and selection panels; and b) Appointment of Trustees to the following Appeals Panels: <ul style="list-style-type: none"> • Dismissals* • Staff Grievances* • Capability* <p><i>NB: The following arrangements currently apply:</i></p> <p><u>Staff Interview and Selection Panels</u></p> <ol style="list-style-type: none"> a) For Senior Executive Posts and the Clerk to the Board – the Chair of the Trust Board and the Chair of this Committee or their respective nominees; and b) For senior level appointments within schools (i.e. Assistant Principal level and above) - the Chair of the Trust Board and/or one of the Chairs of this Committee or of the Learning, Teaching and Standards Committee (or their respective nominees) shall be invited to participate in the interview and appointments process but shall not be entitled to vote on the appointment, the decision being delegated to Executive Interview Panel. <p><u>Appeals Panels</u></p> <p><i>Panels shall normally comprise 3 Trustee Members of this Committee or, where this is not possible or expedient, other Trustees provided always that they have no prior knowledge of the case. All Appeals shall be considered in accordance with the relevant policy and procedure of the Trust as adopted from time to time.</i></p>

<p>People</p>	<p>Consideration and approval of Termly Reports (drawing the attention of the Trust Board to any concerns arising from consideration of the reports) in relation to:</p> <p>Report and agreed KPIs/metrics (Staffing related Information) : this may include the following and any other metrics agreed by the committee</p> <ul style="list-style-type: none"> - Employee Demographics - Headcount & Turnover - Recruitment - Sickness Absence - Employee Relations - Benefit Usage Rates - Salary Costs <p>An Annual Report summarising the metrics listed above and including equality, diversity and inclusion, analysis of staff turnover, job applications, promotions and senior appointments at the Centre and at Assistant Principal Level or above at individual schools.</p> <p>Gender Paygap Annual Report</p>
<p>Governance</p>	<p>Part 2 : Governance</p> <p>a) The Trust Scheme of Delegation and Committee Terms of Reference[‡]. This includes the constitution of Trust Board Committees including SSCs and the arrangements for oversight of Trustee and SSC Member succession, recruitment and appointment and the procedures relating thereto as stated in the agreed Trustee and SSC Member Succession Plan;</p> <p><i>‡Note: any recommendation for amendment to the Terms of Reference of other Trust Board Committees shall be subject to consideration of the comments of that Committee.</i></p> <p>b) The effectiveness of the Trust Guidance Framework for management of the Programme of Policy Review (and the format for all Trust Policy documents, in line with Part 3 of the Trust Scheme of Delegation);</p> <p>c) The Trustee and SSC Member Training Programme including monitoring participation of Trustees and SSC Members, Trustee and SSC Member Induction and the effectiveness and benefits of membership of NGA, The Key and other appropriate organisations;</p> <p>d) The Trust Code of Conduct (Members, Trustees and SSC Members) including consideration of actions required (if any) arising from breaches or alleged breaches of the Code;</p> <p>e) The Trust Governance Statement for inclusion in the Annual Statements and Accounts;</p> <p>f) The Trustee and SSC Member Succession Plan including monitoring the effectiveness of procedures relating thereto. This includes</p> <ul style="list-style-type: none"> ▪ the role of the Trust Board Chair, including the arrangements for succession, recruitment and appointment; ▪ the policy on maximum terms of office : Chairs, Trustees and SSC Members; ▪ the role (“Job Descriptions”) of the Trust Board Chair, SSC Chairs and SSC Leads ; and ▪ the arrangements for assessing the effectiveness of the Trust Board, Trust Board Committees (including SSCs) and including the frequency and analysis of skills audits

	<p>and effectiveness questionnaires. This includes consideration of the outcomes and recommendations from internal (self-assessment) or independent external reviews of Trust Governance and making recommendations to the Trust Board for approval and delivery of any Action Plan that the Committee consider is required arising from those reviews.</p> <p>g) toolkits to support Trustees and SSC Members where the Committee considers this would support the role of Trustees and/or SSCs in the performance of their responsibilities;</p> <p>h) proposed revision to Trust Articles of Association**</p> <p>i) proposed guidance/terms of reference for Trust Members as recommended by DfE/NGA from time to time**;</p> <p><i>**Member decision</i></p> <p>j) the procedures, mechanisms and delegations for the proposed admission of new schools to the Trust (due diligence);</p> <p>k) subject to legislative requirements, proposed variations to existing procedures for Declarations of Interest and delegations relating thereto;</p> <p>l) approval of Trust appointed SSC members (delegated to the Chair of the Trust Board and the Chair of this Committee);</p> <p>m) Formal Complaints : anonymised numerical report by school/nature of complaint;</p> <p>n) SSC Effectiveness and issues drawn to the attention of Trustees; and</p> <p>o) the Minutes of the termly meeting of SSC Chairs.</p> <p><i>Note : Trust Board Chairs are due to review development of a Management Information Pack (MIP) to be made available to all Trustees and reported to all Committees and the Trust Board. The Pack will include performance indicators (such as those listed above) agreed by the Board for this and all other Committees.</i></p> <p>Governance (General Provision)</p> <p>The Committee may</p> <p>a) investigate any activity within its terms of reference, and seek any information it requires from staff, who are requested to co-operate with the committee in the conduct of its enquiries; and</p> <p>b) seek independent professional advice if it considers this necessary.</p>
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Policies within the remit of the People and Governance Committee

<p>People and Related</p> <p>Anti Harassment and Bullying (Staff) Policy Capability Policy Disciplinary Policy Eye Test Policy</p>
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Exit Interview Policy
Equality Policy
Family Leave Policy
Flexible Working Policy
Grievance Resolution Policy
Menopause Policy
Probation Policy
Recruitment and Talent Pool Privacy Policy
Reorganisation and Redundancy Policy
Safer Recruitment: Selection Policy & Procedure (includes internal recruitment)
Sickness Absence
Special Leave
Vaccination Statement
Whistleblowing Policy (jointly with Audit and Risk Committee)

Governance Policies

Scheme of Delegation (includes Policies (Part 3) and Member Terms of Reference (Part 5*))
Accountabilities Framework
Complaints Policy
Trustee and SSC Member Succession Planning and Policy

**subject to approval of Members*

Remuneration Committee:

Purpose, Constitution, Terms of Reference delegated authority and responsibilities

Note:

These terms of reference are consistent with the requirements of ESFA and the UK Corporate Governance Code which states that:

‘A formal and transparent procedure for developing policy on executive remuneration and determining director and senior management remuneration should be established.... ‘The board should establish a remuneration committee it is essential that the Remuneration Committee be properly constituted with a clear remit and identified authority’.

<p>Purpose</p>	<p>The purpose of the Committee is to keep under review the Pay Policies of the Trust and to make recommendations to the Trust Board for any variation to those policies. This includes the arrangements for annual appraisal and review of pay of the designated Executive Team* and the pay packages which shall apply to those posts.</p> <p>Notes</p> <ol style="list-style-type: none"> 1. <i>The “designated Executive Team” is approved by the Trust Board and comprises the Chief Executive, Director of Education and Chief Finance Officer and such other senior executives as the Board shall designate from time to time).</i> 2. <i>The (non-pay related) terms and conditions that apply to all other staff shall be set by the Trust Board on recommendation of the People and Governance Committee.</i> 3. <i>Throughout this document the term “Executive Pay” refers to Leadership Pay as defined by ESFA.</i>
<p>Constitution and Membership</p>	<p>The Committee shall comprise the Chair of the Trust Board and three other Trustees appointed annually by the Trust Board.</p>
<p>Chair</p>	<p>The Committee shall appoint a Chair (who shall not be the Chair of the Trust Board) from amongst their number at the first scheduled meeting of each Academic Year. The Chair shall hold office until the first meeting of the Trust Board held in the following Academic Year, whichever is the later. The retiring Chair of the Committee shall be eligible for re-appointment.</p> <p>Subject to the meeting being quorate, in the absence of the Committee Chair, the remaining members present at a meeting shall elect one of their number present to chair the meeting, provided this is not the Chair of the Trust Board.</p>
<p>Quorum</p>	<p>The quorum for each meeting of the Committee shall be three Trustees.</p>
<p>Clerk</p>	<p>The Trust Head of Governance /Clerk to the Trust Board (or their nominee) shall act as Clerk to the Committee providing all necessary support to it, including liaison with advisers to the Committee as may be required, preparation of agenda, recording of Committee minutes and ensuring that the Committee receives information and papers in a timely manner* to enable full and proper consideration of the relevant issues.</p> <p><i>*to be made available to all Trustees and Committee members on Governor Hub normally not less than seven days prior to the day of the meeting.</i></p>

Frequency of Meetings	<p>The Committee shall meet at least twice each year (normally during the Autumn and Summer terms).</p> <p>The Chair may instruct the Clerk to convene additional meetings during the year the purpose of which must be set out in the agenda for the meeting.</p>
Confidentiality	<p>The agenda, supporting papers and minutes of meetings of the Committee shall be confidential to the Trust Board, Executive Team, Head of People and Head of Governance unless otherwise agreed by the Committee.</p>
Attendance at meetings	<p>The Chief Executive, Chief Financial Officer, Head of People (or their nominees) shall normally attend meetings of the Committee and shall declare a direct personal interest and withdraw from the meeting if any item relating to their terms and conditions of service is discussed.</p> <p>The Clerk to the Committee shall attend all meetings of the Committee but shall withdraw if any item relating to the postholders' terms and conditions of service is discussed.</p> <p>At the discretion of the Chair other senior members of staff may be invited to attend for all or part of any meeting and with the consent of the Chair may address the meeting.</p> <p>No member of staff shall be involved in any decisions affecting their own remuneration or terms and conditions and shall withdraw from the meeting if any aspect of these matters is discussed.</p>
Authority to seek independent external advice	<p>The Committee is authorised to require the Head of People to obtain on their behalf appropriate external legal or other relevant independent professional advice (e.g. Executive Pay Benchmarking) and to secure the attendance at meetings of the representatives of those advisers if the Committee considers this necessary. If the Committee wishes to obtain external advice, the Chair of the Committee must consult the Head of People on the suitability of adviser(s) and any retainer agreement and/or fee.</p> <p>The committee shall avoid recommending Executive pay structures based solely on benchmarking to the market or on the advice of remuneration consultants.</p>
Scope of Authority and Delegated Functions	<p>The role of the Committee shall be:</p> <p><u>Review of Pay Policies</u></p> <p>i) Annually to review and, where appropriate, recommend to the Trust Board changes to Trust Pay Policies. In so doing the Committee shall take account any nationally negotiated salary awards, the recommendations of the Finance and Estates Committee as to the affordability of those awards, trends within the academy sector, as well as the public interest, safeguarding of public funds, the Trust's interests and the need for the Trust to remain competitive in relation to staff recruitment and retention.</p> <p><u>Executive Pay</u></p> <p>In relation to Executive Pay Policy only:</p> <p>i) to provide assurance to the Trust Board that Executive Pay Policy is in line with best practice including ESFA requirements, or where it is not, to make recommendations to the Board on the appropriate action to be taken;</p>

	<p>ii) to monitor and review the level and structure of Executive Pay in the context of Trust Pay Policy as a whole, pay and conditions elsewhere in the Trust and elsewhere in the sector and the overall cost to the Trust;</p> <p>iii) to review the impact of proposed organisational changes on the scope of the responsibilities of individual members of the designated Executive Team, with a view to establishing the extent to which, if at all, the proposed changes require a review of the salary and/or terms and conditions of postholders and advising the Trust Board accordingly;</p> <p>iv) to make recommendations to the Trust Board regarding the framework, policy and supporting procedures for the remuneration and terms and conditions of the designated Executive Team, (including pensions) and any proposed changes thereto. This includes any proposed adjustment to the salary of any of the designated postholders arising from the annual review (appraisal) of performance against agreed objectives (See below);</p> <p>v) in making recommendations to the Trust Board, the Committee shall</p> <ul style="list-style-type: none"> ▪ take account of all factors which the Committee deems necessary to determine the framework, policy and procedures for the Executive Pay structure. In this regard, the objective of the Committee shall be to ensure that designated Executive post holders are provided with appropriate incentives to encourage enhanced performance and are, in a fair and responsible manner, rewarded for their individual contribution to the success of the Trust and that the recommendations of the Committee do not create an unreasonable retention risk for the executives within the scope of the Committee; ▪ ensure that there is a fair, evidence-based process for making Designated Executive Pay recommendations and that the process is underpinned by probity and the ethos of public service and public sector values. <p>vi) to recommend for approval by the Trust Board the exit terms for designated Executive postholders subject to the requirements of the Academy Trust Handbook. In making recommendations to the Trust Board the Committee shall ensure that contractual terms on termination and any payments made are fair to the individual and to the Trust and are in accordance with legal and regulatory requirements;</p> <p>vii) to consider such other matters as may be referred to the Committee by the Trust Board and in doing so to liaise as necessary with other Trust Committees;</p> <p>viii) to seek assurance that all provisions regarding disclosure of remuneration are fulfilled; and</p> <p>ix) to ensure that the selection criteria and selection process for appointing of any remuneration consultants to advise the Committee conform to budgetary constraints set by the Trust Board from time to time, the Trust's procurement procedures and to set the terms of reference for any remuneration consultants appointed to advise the Committee.</p> <p><u>Annual Appraisal (Designated Executives Only)</u></p> <p>i) to make recommendations to the Trust Board on the arrangements to be made for annual appraisal of the designated Executive Team; and</p> <p>ii) subject to approval of those arrangements by the Board to implement the approved procedures, consider the outcomes and make</p>
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	<p>recommendations to the Trust Board for any adjustment to salaries and/or terms and conditions of the postholders.</p> <p>Generally</p> <p>i) to ensure that any decision of the Committee with resource implications for which provision has <u>not</u> been made in the approved Trust budget is subject to recommendation to the Trust Board and to notification to Finance and Resources Committee for comment to the Board on affordability; and</p> <p>ii) to report formally (via Minutes of the meetings of the Committee) to the next available meeting of the Trust Board on all matters within its terms of reference.</p> <p>Pay Appeals Process</p> <p>The Committee is responsible for the Pay Appeals Process as set out at Table 1 below. Any change to this process must be approved by the Trust Board</p>
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Table 1: Pay Appeals Process

Role	Reviewer	Decision Maker	Appeal
CEO	Remuneration Committee	Trust Board	External Panel (process tba)
Executive Team and Head of Governance*	CEO	Remuneration Committee	Panel of (3) Board of Trustees not members of the REMCo
All Other Staff	Line Manager	CEO	Remuneration Committee
<i>*line managed by CEO</i>			

Table 2: POLICIES and PROCEDURES WITHIN THE REMIT OF REMUNERATION COMMITTEE

Policy Name
Teacher Pay Policy
Support Staff Pay Policy
Executive Pay Policy
Procedures
Designated Executive Appraisal
Pay Appeals

School Stakeholder Committees (SSC): (excludes Bishop Stortford Primary Schools)

Constitution, Terms of Reference, Delegated Authority and Responsibilities

<p>Overview and Purpose</p>	<p>The Trust Board is legally responsible for the performance of each School. The Board requires the active support of SSCs to ensure effective governance at local school level.</p> <p>SSCs <i>are not expected</i> to provide strategic leadership, accountability, oversight or assurance for the educational and financial performance of their schools. They are however asked to provide termly assurance that school improvement and the vision, ethos and values of their school are consistent with the educational objectives, values and vision of the Trust and to support Trustees by providing local knowledge and context.</p> <p>The remit of each SSC is therefore to:</p> <ul style="list-style-type: none"> - enhance the understanding of the Trust Board of the particular factors affecting local contexts and situations*; - to support the Principal by providing perspectives from various stakeholder groups (i.e. staff, parents and the wider community) on the day to day functioning of the school. SSC Members are encouraged to do this by gathering views, asking questions and discussing with the Principal and senior leadership of the school performance and outcomes and what is best for the school; - provide termly assurance to the Trust Board* that academy improvement and the vision, ethos and strategic direction of their school are consistent with the educational objectives, values and vision of the Trust; - support the school and enhance the understanding of Trustees by providing local knowledge and context; and - establish Panels to <ul style="list-style-type: none"> a) determine appeals against suspensions and exclusions; and b) determine applications for admission outside of chronological age : these to comprise the Principal, an early years professional and the SSC Chair or their non-staff nominee SSC Member. <p><i>* through the minutes of formal termly meetings and through items specifically referred to the Board by the Head of Governance.</i></p> <p>Annex A provides detailed supporting guidance on / expectations of the role of SSC members.</p>
<p>Constitution and Membership</p>	<p>SSC Members are appointed/elected in accordance with the criteria and election process agreed by the Trust from time to time, for a period of three years and shall comprise a minimum of 9 Members, as follows:</p> <ul style="list-style-type: none"> - The Academy Principal (ex-officio). - 2 Staff Members from the Academy (1 teacher/1 support staff) – elected* by the appropriate staff constituency of the Academy. - 2 Parent/Carer Members – elected* by the Parent Body. - 2 Community Members (who may be Parents) to be appointed by the SSC subject to Trust SSC Member recruitment procedures, all such appointments to be subject to approval of the Chairs of the Trust Board and of the People and Governance Committee;

	<ul style="list-style-type: none"> - A minimum of 2 Members (maximum of 4) appointed by the Chairs of the Trust Board and of the People and Governance Committee - Trustees are entitled to attend any SSC meeting (see also Attendance below). <p>If a staff member or the Principal ceases to work at the school, they shall be deemed to have resigned as a member of the SSC.</p> <p>If a parent member ceases to be a parent of a pupil at the school they may remain in office until their current term of office expires.</p>
Chair and Vice-Chair	<p>The SSC shall appoint their Chair and Vice-Chair from amongst the non-staff Members at the first scheduled meeting in each Academic Year. Initial appointment of the SSC Chair is subject to Trust Board approval via the Chairs of the Trust Board and the People and Governance Committee.</p> <p>The Chair and Vice-Chair shall hold office until the first meeting of the Committee held in the following Academic Year. The retiring Chair and Vice-Chair of the Committee shall be eligible for re-appointment.</p> <p>In the absence of the Chair, the Vice-Chair shall take the Chair. If a Vice-Chair has not been appointed, the SSC shall elect one of the non-staff SSC Members to chair the meeting.</p>
Quorum	<p>Any three members of the SSC shall constitute a quorum, provided always that the majority of those present are not staff Members.</p>
Agenda	<p>Termly model agenda for scheduled SSC meetings are issued by the Head of Governance to the SSC Chair, Principal and Clerk. The Model agenda forms the core agenda for each meeting and may be supplemented by additional items from the Chair and/or the Principal. Termly agenda are finalised by the SSC Chair in consultation with the Principal and the Clerk who will provide, via Governor Hub, the final version of the agenda to the Principal for issue to SSC Members and to the Head of Governance for information.</p>
Decisions	<p>The role of the SSC is advisory. Where a decision is required it shall be determined by majority vote. In the event of a tied vote, the Chair shall have the right to have a second or casting vote. Where this right is exercised, this shall be recorded in the minutes.</p>
Suspensions and Exclusion Appeals Panel	<p>Suspension and Exclusion are a last resort for all Avanti Schools. Nevertheless, on occasion it may be necessary to convene a Panel to determine an Appeal against the decision of the Principal to suspend or exclude a student. The process for this is subject to detailed Regulation and is time-bound.</p> <p><i>Suspensions and Exclusions : SSC to appoint a Panel</i></p> <p>SSCs are therefore required to appoint annually (at the Autumn meeting) a Suspension and Exclusion Panel, comprising three non-staff members of the SSC to be appointed by the Chair as and when required, subject to none of those appointed having any prior knowledge of or involvement with the individual student(s) concerned and/or of the incident leading to the suspension or exclusion. In the event that there are insufficient eligible non-staff SSC Members available to appoint to the Panel, the SSC Chair is required to request the Head of Governance to appoint an eligible non-staff SSC Member(s) from another Trust school to serve on the Panel</p> <p><i>Delegated authority of the Panel</i></p> <p>The Panel appointed by the Chair is authorised, in accordance with the guidance and procedure issued by DfE from time to time, to consider and determine the recommendation/decision of the Principal and any appeal in relation thereto that may be submitted in accordance with DfE guidelines by the</p>

	<p>parent(s)/carer(s) of the individual(s) suspended or excluded or whom is being considered for suspension/exclusion.</p> <p>Agenda and Minutes</p> <p>All Panel meetings are subject to a formal agenda and must be formally minuted by the Clerk to the SSC. (Where the appointed Clerk is not available the Head of Governance <u>must</u> be requested at the earliest possible date to arrange a Clerk for the meeting).</p> <p><i>Note:</i></p> <p><i>The decision of the Panel is subject to a right of Appeal. Where the Appeal is against an Exclusion special arrangements are required in accordance with DfE Regulation : SSCs are not authorised to consider any such Appeal. To facilitate and manage the arrangements for any Appeal, an arrangement is in place with a specialist Clerking agency to whom all such appeals MUST be referred. (Guidance on this arrangement has been issued to all Principals : for further advice on this arrangement contact the Head of Governance).</i></p>
<p>Applications for Admissions outside of Chronological Age Panel</p>	<p>Determination of applications</p> <p>Applications for admission outside of chronological age (or for admission to a class outside of chronological age) are to be determined by a Panel established by the Principal, membership of which shall comprise:</p> <ul style="list-style-type: none"> - The Principal - An early years professional - The SSC Chair or their non-staff nominee SSC Member <p>Delegated authority of the Panel</p> <p>Membership of the Panel is to be determined by the Principal in discussion with the SSC Chair (where required, the nominee of the SSC Chair is to be determined by the SSC Chair or in their absence the Vice-Chair).</p> <p>Agenda and Summary Notes</p> <p>All Panel meetings are subject to a formal agenda and must be formally noted. (The person appointed to take summary notes of the meeting may be a member of school staff appointed by the Principal or the Clerk to the SSC).</p> <p><i>Note:</i></p> <p><i>There is no right of Appeal against the decision of the Panel. However, if they are not satisfied with the manner in which the application has been considered by the Panel or the decision of the Panel, Parents/Carers may submit a formal complaint under the Trust Formal Complaints procedure.</i></p>
<p>Minutes</p>	<p>Minutes of all SSC meetings shall be prepared by the Clerk to the SSC not less than 7 school days following the meeting. These shall be provided to the SSC Chair and the Principal for approval within not more than 5 school days following receipt. The agreed version of the minutes shall be provided by the Clerk via Governor Hub to all SSC Members, the Principal and the Head of Governance within 14 school days of the meeting.</p> <p>Items referred by the SCC to the Trust Board shall be notified to the Trust Governance Officer by the Clerk to the SSC the following working day.</p> <p>Minutes of SSC meetings are available to all Trustees and the Executive and must be made available on request to the public or other interested party.</p>

Special Meetings of the SSC	These may be convened by the Clerk to the SSC at the request of the Chair and/or of the Principal subject to the purpose of the meeting being set out in the agenda for the meeting. Notification of the special meeting must be advised to the Head of Governance by the Clerk immediately it is requested.
Lead or LINK SSC Members	<p>The SSC shall appoint (ideally non-staff) lead or LINK SSC Members for:</p> <ul style="list-style-type: none"> Curriculum or Key Stages[≠] Data and Outcomes Health and Safety Safeguarding[*] <p>SEND[*] <i>*may be the same person</i></p> <p>Training</p> <p>All lead SSC Member appointments are subject to an agreed job role/description to be developed and approved by the Head of Governance in consultation with the Chair of the PG Committee. Subject to this, the SSC may appoint additional SSC Member leads.</p> <p><i>≠Note : SSC are encouraged to appoint Curriculum or Key Stage leads rather than leads for specific subjects within the curriculum.</i></p>
Interests	<p>Any SSC member having a personal or a financial interest in the business of the meeting, either directly or indirectly, shall declare for recording in the minutes the nature of that interest and may, provided the nature of the interest is declared before the business is discussed, and with the permission of the Chair, remain in the meeting but shall not be permitted to vote on that issue(s).</p> <p><i>Note: There is an annual requirement to review the Register of Interests and a termly requirement to note any changes that may have occurred since the previous meeting. An advisory note on declarations of interest is available from the Head of Governance.</i></p>
Governance Professional (Clerk)	<p>The Clerk to the SSC shall be appointed by the Head of Governance.</p> <p>The Clerk shall provide all necessary support to the SSC and to SSC Members as set out in the Job Description for the post. This includes advising the SSC on procedure and recording of Committee minutes.</p> <p><i>Note:</i></p> <p><i>The Clerk is responsible for posting on Governor Hub the agreed agenda for the meeting not less than seven days prior to the day of the meeting. This is to enable SSC Members to give full and proper consideration of the issues. Subject to this the Principal is responsible, in liaison with the Clerk, for ensuring that all supporting papers for the meeting are also available on Governor Hub, normally not less than seven days prior to the meeting.</i></p>
Frequency of Meetings	The Committee shall meet at least three times each year (normally termly).
Attendance	<p>The Clerk to the SSC shall attend all meetings of the SSC.</p> <p>Trustees are entitled to attend any SSC meeting.</p> <p>The Head of Governance Officer (or their nominee) may attend any SSC meeting.</p>
The Chairs Forum	Two way dialogue is maintained between Trustees and SSCs through the Chairs Forum: SSC Chairs (or their nominee) meet termly with the Chair of the Trust Board and the Chief Executive. The purpose of these meetings is to develop and maintain effective communication between SSCs and the Trust Board

	<p>and underpins the commitment of the Trust Board to the importance of SSCs in the Trust governance structure. This is achieved through the support that SSCs provide to the Trust Board in oversight of delivery of school improvement, holding school leadership to account, supporting Trust Governance and developing the effectiveness of SSCs and includes consideration of suggestions as to how the potential contribution of each SSC might more effectively be realised through providing the means whereby</p> <ul style="list-style-type: none"> - SSC Chairs are briefed on Trust Developments: Chairs are required to report the outcome from meetings of the Forum to their SSCs. An item for this is included on all SSC agenda; and - provide an opportunity for SSC Chairs to establish two-way dialogue with Trustees and colleague SSC Chairs by sharing good practice and experience and providing feedback from their SSCs and to raise and discuss issues, generally or specifically, in relation to their SSC.
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Note : Policies within the remit of SSCs

The Trust Board, on recommendation of Trust Board Committees (excluding SSCs) is responsible for all Trust Policy.

Development and Review of Trust Policy is governed by Part 3 of the Trust Scheme of Delegation : this sets the Programme of Policy Review and the delegations to which all Policies are subject and provides that -

- *all Policies reviewed and/or approved by the Board or under delegations are reported termly to SSCs by the Head of Governance.*
- *a limited number of Policies approved by the Board require tailoring to the particular circumstances of individual SSCs. The scope for local variation is limited and subject to Board guidelines : SSCs are authorised to approve these variations subject to compliance with Board guidelines.*
- *“local” policies (i.e. those that apply to individual schools only) of which there a very few, must be agreed with the Education Director before being brought to the SSC for approval.*
- *School Principals do not have authority to approve Policy.*

School Stakeholder Committees: Bishop Stortford Joint (Avanti Brook and Avanti Meadows)

Constitution, Terms of Reference, Delegated Authority and Responsibilities

Note: The Purpose and Terms of Reference of this joint SSC are the same as all other SSCs with the exception of the Constitution and Membership.

<p>Overview and Purpose</p>	<p>The Trust Board is legally responsible for the performance of each School. The Board requires the active support of SSCs to ensure effective governance at local school level.</p> <p>SSCs <i>are not expected</i> to provide strategic leadership, accountability, oversight or assurance for the educational and financial performance of their schools. They are however asked to provide termly assurance that school improvement and the vision, ethos and values of their school are consistent with the educational objectives, values and vision of the Trust and to support Trustees by providing local knowledge and context.</p> <p>The remit of each SSC is therefore to:</p> <ul style="list-style-type: none"> - enhance the understanding of the Trust Board of the particular factors affecting local contexts and situations; - to support the Principal by providing perspectives from various stakeholder groups (i.e. staff, parents and the wider community) on the day to day functioning of the school. SSC Members are encouraged to do this by gathering views, asking questions and discussing with the Principal and senior leadership of the school performance and outcomes and what is best for the school; - provide termly assurance to the Trust Board* that academy improvement and the vision, ethos and strategic direction of their school are consistent with the educational objectives, values and vision of the Trust; and - support the school and enhance the understanding of Trustees by providing local knowledge and context. - establish Panels to <ul style="list-style-type: none"> a) determine appeals against suspensions and exclusions; and b) determine applications for admission outside of chronological age : these to comprise the Principal, an early years professional and the SSC Chair or their non-staff nominee SSC Member. <p><i>* through the minutes of formal termly meetings and through items specifically referred to the Board by the Head of Governance.</i></p> <p>Annex A provides detailed supporting guidance on the role of SSC members.</p>
<p>Constitution and Membership</p>	<p>SSC Members are appointed/elected in accordance with the criteria and election process agreed by the Trust from time to time, for a period of three years and shall comprise a minimum of 9 Members.</p> <p>For 2024/25 the interim Constitution for this SSC shall be as follows:</p> <ul style="list-style-type: none"> The Executive Principal (Ex-officio) (1) The Head of School (Avanti Meadows) (Ex-officio) (1) A member of the SLT from each school (2) A teacher and a support staff member from Avanti Meadows (2) A teacher member from Avanti Brook (1) 2 parents from Avanti Meadows and 1 parent from Avanti Brook (3)

	<p>2 Community members (2) 2 Trust appointees (2)</p> <p>Trustees are entitled to serve on any SSC (see also Attendance below).</p> <p>If a staff member or the Principal ceases to work at the school, or a parent member ceases to be a parent of a pupil at the school, they shall be deemed to have resigned as a member.</p> <p>Total: 14</p>
Chair and Vice-Chair	<p>The SSC shall appoint their Chair and Vice-Chair from amongst the non-staff Members at the first scheduled meeting in each Academic Year. Initial appointment of the SSC Chair is subject to Trust Board approval via the Chairs of the Trust Board and the People, Compliance and Governance Committee.</p> <p>The Chair and Vice-Chair shall hold office until the first meeting of the Committee held in the following Academic Year. The retiring Chair and Vice-Chair of the Committee shall be eligible for re-appointment.</p> <p>In the absence of the Chair, the Vice-Chair shall take the Chair. If a Vice-Chair has not been appointed, the SSC shall elect one of the non-staff SSC Members to chair the meeting.</p>
Quorum	<p>Any three members of the SSC shall constitute a quorum, provided always that the majority of those present are not staff Members.</p>
Agenda	<p>Termly model agenda for scheduled SSC meetings are issued by the Head of Governance to the SSC Chair, Principal and Clerk. The Model agenda forms the core agenda for each meeting and may be supplemented by additional items from the Chair and/or the Principal. Termly agenda are finalised by the SSC Chair in consultation with the Principal and the Clerk who will provide the final version of the agenda to the Principal for issue to SSC Members and to the Head of Governance for information.</p>
Decisions	<p>The role of the SSC is advisory. Where a decision is required it shall be determined by majority vote. In the event of a tied vote, the Chair shall have the right to have a second or casting vote. Where this right is exercised, this shall be recorded in the minutes.</p>
Suspensions and Exclusion Appeals Panel	<p>Suspension and Exclusion are a last resort for all Avanti Schools. Nevertheless, on occasion it may be necessary to convene a Panel to determine an Appeal against the decision of the Principal to suspend or exclude a student. The process for this is subject to detailed Regulation and is time-bound.</p> <p><i>Suspensions and Exclusions : SSC to appoint a Panel</i></p> <p>SSCs are therefore <u>required</u> to appoint a Suspension and Exclusion Panel, comprising three non-staff members of the SSC to be appointed by the Chair as and when required, subject to none of those appointed having any prior knowledge of or involvement with the individual student(s) concerned and/or of the incident leading to the suspension or exclusion. In the event that there are insufficient eligible non-staff SSC Members available to appoint to the Panel, the SSC Chair is required to request the Trust Governance Officer to appoint an eligible non-staff SSC Member(s) from another Trust school to serve on the Panel</p> <p><i>Delegated authority of the Panel</i></p> <p>The Panel appointed by the Chair is authorised, in accordance with the guidance and procedure issued by DfE from time to time, to consider and determine the recommendation/decision of the Principal and any appeal in relation thereto that may be submitted in accordance with DfE guidelines by the parent(s)/carer(s) of the individual(s) suspended or excluded or whom is being considered for suspension/exclusion.</p>

	<p>Agenda and Minutes</p> <p>All Panel meetings are subject to a formal agenda and must be formally minuted by the Clerk to the SSC. (Where the appointed Clerk is not available the Head of Governance <u>must</u> be requested at the earliest possible date to arrange a Clerk for the meeting).</p> <p><i>Note:</i></p> <p><i>The decision of the Panel is subject to a right of Appeal. Where the Appeal is against an Exclusion special arrangements are required in accordance with DfE Regulation : SSCs are not authorised to consider any such Appeal. To facilitate and manage the arrangements for any Appeal, an arrangement is in place with a specialist Clerking agency to whom all such appeals MUST be referred. (Guidance on this arrangement has been issued to all Principals : for further advice on this arrangement contact the Head of Governance).</i></p>
<p>Applications for Admissions outside of Chronological Age Panel</p>	<p>Determination of applications</p> <p>Applications for admission outside of chronological age (or for admission to a class outside of chronological age) are to be determined by a Panel established by the Principal, membership of which shall comprise:</p> <ul style="list-style-type: none"> - The Principal - An early years professional - The SSC Chair or their non-staff nominee SSC Member <p>Delegated authority of the Panel</p> <p>Membership of the Panel is to be determined by the Principal in discussion with the SSC Chair (where required, the nominee of the SSC Chair is to be determined by the SSC Chair or in their absence the Vice-Chair).</p> <p>Agenda and Summary Notes</p> <p>All Panel meetings are subject to a formal agenda and must be formally noted. (The person appointed to take summary notes of the meeting may be a member of school staff appointed by the Principal or the Clerk to the SSC).</p> <p><i>Note:</i></p> <p><i>There is no right of Appeal against the decision of the Panel. However, if they are not satisfied with the manner in which the application has been considered by the Panel or the decision of the Panel, Parents/Carers may submit a formal complaint under the Trust Formal Complaints procedure.</i></p>
<p>Minutes</p>	<p>Minutes of all SSC meetings shall be prepared by the Clerk not less than 7 school days following the meeting. These shall be provided to the SSC Chair and the Principal for approval within not more than 5 school days following receipt. The agreed version of the minutes should be provided by the Clerk to all SSC Members, the Principal and the Trust Governance Officer within 14 school days of the meeting.</p> <p><i>Items referred by the SCC to the Trust Board shall be notified by the Clerk to the Head of Governance the following working day.</i></p> <p>Minutes of SSC meetings are available to all Trustees and the Executive and must be made available on request to the public or other interested party.</p>
<p>Special Meetings of the SSC</p>	<p>These may be convened by the Clerk at the request of the Chair and/or of the Principal subject to the purpose of the meeting being set out in the agenda for the meeting. Notification of the special meeting must be advised to the Trust Governance Officer by the Clerk immediately it is requested</p>

<p>Lead or LINK SSC Members</p>	<p>LINK SSC Members may be appointed by the SSC for each school OR to cover both schools, as the SSC considers best meets the needs of good governance.</p> <p>The SSC shall appoint (ideally non-staff) lead or LINK SSC Members for:</p> <p>Curriculum or Key Stages≠</p> <p>Data and Outcomes</p> <p>Health and Safety</p> <p>Safeguarding*</p> <p>SEND*</p> <p><i>*may be the same person</i></p> <p>Training</p> <p>All lead SSC Member appointments are subject to an agreed job role/description to be approved by the Trust Governance Officer in consultation with the Chair of the PGC Committee. Subject to this, the SSC may appoint additional SSC Member leads.</p> <p><i>#Note : SSC are encouraged to appoint Curriculum or Key Stage leads rather than leads for specific subjects within the curriculum</i></p>
<p>Interests</p>	<p>Any SSC member having a personal or a financial interest in the business of the meeting, either directly or indirectly, shall declare for recording in the minutes the nature of that interest and may, provided the nature of the interest is declared before the business is discussed, and with the permission of the Chair, remain in the meeting but shall not be permitted to vote on that issue(s).</p> <p><i>Note: There is an annual requirement to review the Register of Interests and a termly requirement to note any changes that may have occurred since the previous meeting. An advisory note on declarations of interest is available from the Head of Governance.</i></p>
<p>Governance Professional (Clerk)</p>	<p>The Clerk to the SSC shall be appointed by the Head of Governance.</p> <p>The Clerk shall provide all necessary support to the SSC and to SSC Members as set out in the Job Description for the post. This includes advising the SSC on procedure and recording of Committee minutes.</p> <p><i>(The Clerk is responsible for posting on Governor Hub the agreed agenda for the meeting not less than seven days prior to the day of the meeting. This is to enable SSC Members to give full and proper consideration of the issues. Subject to this the Principal is responsible, in liaison with the Clerk, for ensuring that all supporting papers for the meeting are also available on Governor Hub, normally not less than seven days prior to the meeting).</i></p>
<p>Frequency of Meetings</p>	<p>The Committee shall meet at least three times each year (normally termly).</p>
<p>Attendance</p>	<p>The Clerk to the SSC shall attend all meetings of the SSC.</p> <p>Trustees are entitled to attend any SSC meeting.</p> <p>The Head of Governance may attend any SSC meeting.</p> <p>At the discretion of the Chair and on the advice of the Executive Head, the Principal of Avanti Grange School shall be invited to the Joint SSC for all or part if the meeting.</p>

The Chairs Forum	<p>Two way dialogue is maintained between Trustees and SSCs through the Chairs Forum: SSC Chairs meet termly with the Chair of the Trust Board and the Chief Executive. The purpose of these meetings is to develop and maintain effective communication between SSCs and the Trust Board and underpins the commitment of the Trust Board to the importance of SSCs in the Trust governance structure. This is achieved through the support that SSCs provide to the Trust Board in oversight of delivery of school improvement, holding school leadership to account, supporting Trust Governance and developing the effectiveness of SSCs and includes consideration of suggestions as to how the potential contribution of each SSC might more effectively be realised through providing the means whereby</p> <ul style="list-style-type: none"> - SSC Chairs are briefed on Trust Developments: Chairs are asked to report the outcome from meetings of the Forum to their SSCs. An item for this is included on all SSC agenda; and - provide an opportunity for SSC Chairs to establish two-way dialogue with Trustees by providing feedback from their SSCs and to raise and discuss issues, generally or specifically, in relation to their SSC.
Review	<p>The Constitution and Membership of the joint SSC shall be reviewed annually by People and Governance Committee</p>

Note: Policies within the remit of SSCs

The Trust Board, on recommendation of Trust Board Committees (excluding SSCs) is responsible for all Trust Policy.

Development and Review of Trust Policy is governed by Part 3 of the Trust Scheme of Delegation: this sets the Programme of Review and the delegations to which all Policies are subject and provides that -

- *all Policies reviewed and/or approved by the Board or under delegations are reported termly to SSCs by the Head of Governance.*
- *a limited number of Policies approved by the Board require tailoring to the particular circumstances of individual SSCs. The scope for local variation is limited and subject to Board guidelines: SSCs are authorised to approve these variations subject to compliance with Board guidelines.*
- *“local” policies (i.e. those that apply to individual schools only) of which there a very few, must be agreed with the Education Director before being brought to the SSC for approval.*
- *School Principals do not have authority to approve Policy.*

Challenge Board:

Purpose, Constitution Terms of Reference and Delegated Authority

Purpose	<p>The purpose of the Challenge Board is to support the drive for school improvement to</p> <p>a) enable Trustees to scrutinise the performance of a school in greater depth than is possible at meetings of the LTS Committee or of the Trust Board; and</p> <p>b) to provide assurance to the Board that school improvement targets are being met in the manner required by the Board (or to alert the Board to concerns) and thus to support the Board in holding school leaders to account.</p>
Constitution and Membership	<p>Challenge Board membership varies according to the school under review. Subject to this, the Board shall comprise</p> <ul style="list-style-type: none"> - A minimum of two Trustees appointed by the Board - The Education Director of their nominee - The Principal of the School - The members of the school senior leadership team - The Chair of the School Stakeholder Committee or their nominee.
Chair	<p>The Challenge Board shall appoint a Chair for the meeting from amongst the Trustees appointed by the Trust Board.</p>
Quorum	<p>The quorum for each meeting of the Board shall be:</p> <ul style="list-style-type: none"> - One Trustee appointed by the Board - The Education Director or their nominee - The Principal of the School - One member of the school senior leadership team - The Chair of the School Stakeholder Committee (or their nominee).
Clerk	<p>The Executive PA or other person appointed by the Chief Executive (not a member of the Challenge Board) shall act as Clerk to the Board providing all necessary support to it, including liaison with advisers to the Board as may be required, support with preparation of agenda, recording of minutes and ensuring that the Board receives information and papers in a timely manner to enable full and proper consideration of the relevant issues*.</p> <p><i>*This arrangement to be reviewed during 2024/25, the intention being that clerking support for Challenge Boards be provide by the Governance Team (when established).</i></p>
Frequency of Meetings	<p>The Challenge Board shall meet in accordance with a schedule agreed annually by the Director of Education in line with the requirement to meet once each year (or as otherwise determined by Trustees), to consider, review and challenge progress in relation to delivery of school improvement at each of the Trust schools.</p>
Confidentiality	<p>The agenda, supporting papers and minutes of meetings of the Board shall be deemed confidential unless otherwise agreed by the Board.</p>
Attendance at meetings	<p>Any Trustee, the Chief Executive and the Financial Director may attend meetings of the Board.</p>

	<p>At the discretion of the Chair of the Board, other senior members of staff may be invited to attend for all or part of any meeting and with the consent of the Chair may address the meeting.</p>
<p>Scope of Authority and Delegated Functions</p>	<p>The Challenge Board does not have decision making powers.</p> <p>The Board is authorised to</p> <ul style="list-style-type: none"> - Analyse and monitor progress in delivery of school improvement; - Support and challenge school leaders and the Executive with regard to school performance including seeking evidenced assurance as to <ul style="list-style-type: none"> ▪ pupil progress and attainment ▪ staff performance including quality of teaching ▪ school-specific grants (e.g. Pupil Premium Grant/SEND/Sports Grant) ▪ financial management, regularity, probity and propriety ▪ compliance with Trust governance requirements and DFE Regulation ▪ access of all children to high quality teaching and learning and an appropriate curriculum preparing them for life and future opportunities ▪ embedding within the school of pupil voice and staff communication ▪ consideration of new and diverse views that are representative of the school and the local community. <p>To facilitate this process, the agenda for all meetings of the Challenge Board, set by the Education Director by reference to the above, shall include as a minimum, review and discussion of:</p> <ul style="list-style-type: none"> • the accuracy of and evidence base for the judgements in the school’s current SEF. • progress in relation to the priorities of the current Improvement Plan. • updates on the most recent available performance and attendance data. • the effectiveness of safeguarding. <p>For this purpose, the school Principal is required to provide, seven days in advance of the meeting (together with the agenda and other supporting papers to be posted on Governor Hub) -</p> <ul style="list-style-type: none"> • the up-to-date version of the school SEF. • the current school improvement/development plan. • An update on the most recent analyses of pupil attendance data, academic performance and safeguarding effectiveness. <p>At the discretion of the Education Director, in consultation with the Chair of the Board, additional challenge may be arranged through external scrutiny brokered by the Education Director.</p>
<p>Minutes</p>	<p>The minutes of all meetings of the Challenge Board shall be submitted to the next available meeting of the Learning, Teaching and Standards Committee and made available on Governor Hub.</p>

Part 3: Policies

Throughout Parts 3 and 4 of the Scheme the references to delegation to the Chief Executive assumes that under the Scheme of Delegation, the Chief Executive will delegate to Executive colleagues/areas, as indicated in the tables below.

Trust Policies: arrangements for Policy Review, assurance reporting and delegations.

<p>Policy Delegation Two categories of Policy</p>	<p>All Trust Policies are categorised into two Groups:</p> <ul style="list-style-type: none"> - Category 1: Operationally Delegated; and - Category 2: Fully Delegated. <p><u>Category 1 Policies: Operationally Delegated</u></p> <p>The Trust Board has delegated to the Executive (via the CEO) authority to</p> <p>a) implement but not to amend these Policies.</p> <p>All proposed changes to Category 1 Policies must be referred to the appropriate Committee for approval and RECOMMENDATION to the Trust Board. (Committees may refer any proposed policy back to the Executive for further consideration); and</p> <p>b) review the Policies and determine that (subject to any statutory requirements) no substantive amendments are required. For assurance this decision must be reported to the appropriate Committee in accordance with the Programme of Policy Review).</p> <p><u>Category 2 Policies: Fully Delegated</u></p> <p>These Policies relate primarily to detailed operational management activities: authority to implement and review these policies and to determine any requirement to amend them in line with new or revised legislation is delegated to the Chief Executive, subject as follows:</p> <p>a) where the new or revised legislation or regulation provides options for substantive change to Policy, these must be presented to the appropriate Committee for decision;</p> <p>b) where new or revised legislation or regulation does not provide options for substantive change to Policy (and therefore the scope for Policy is in effect pre-determined) delegations enable the Chief Executive to amend the Policy subject to the substantive amendment being reported to the next available meeting of the appropriate Committee for noting/information only).</p>
<p>The Programme of Policy Review</p>	<p>This sets out the Policy Review cycle to which all Trust Policies are subject.</p> <p>Policy review dates are set by reference to:</p> <ul style="list-style-type: none"> - statutory requirements and DfE recommendations (i.e. annual, two yearly, three yearly etc) - termly review dates - these specify the term within which a Policy will be reviewed by the Executive and (as necessary) referred to

	<p>Committee for amendment OR reported as having been reviewed - no substantive changes required.</p> <p>The Programme is subject to the Policy Review Framework approved by the Trust Board and is managed on behalf of the CEO by the Head of Governance.</p> <p>The Framework sets out the arrangements for Policy development and review, including the responsibilities of Policy Owners and the Head of Governance.</p>
<p>Three Levels of Policy</p>	<p>Level 1: Policies approved by the Trust Board (on recommendation of a Committee) : these policies apply across the Trust.</p> <p>Level 2: Policies approved by the Trust Board (on recommendation of a Committee) subject to local adaptation :these policies apply across the Trust but require minor adaptation at local school level. (Safeguarding Policy is perhaps the best example of this).</p> <p>Level 3: School level policies unique to individual schools. (These require prior in principle approval by Director of Education before submission to the SSC for approval).</p>
<p>SSC Approval of Policies</p>	<p>All Policies approved by the Trust Board must be reported formally to the SSC*.</p> <p>Policies that require adaptation at local school (Level 2 Policies*) require express approval of the SSC (the Principal is not authorised to approve these policies).</p> <p>Level 3 Policies must be approved by the SSC</p> <p><i>*to be highlighted in the model termly SSC agenda</i></p>

Part 4: Chief Executive

Delegated Authority and Responsibilities

The Trust Board has delegated the day-to-day operational management and responsibility for the performance of the Trust to the Chief Executive who is line managed through the Chair of the Trust Board in accordance with the appraisal and performance management policies of the Trust.

Subject to approval of organisational structure by the Board, the Chief Executive is responsible for the leadership and management of the central executive team, currently as follows:

- the Chief Financial Officer (CFO): reporting to the Board and each Trust Board Committee as required, responsible for management of the Finance, Estates, Marketing, Human Resource, Compliance and ICT Teams, the Internal and External Audit process and maintenance of the Strategic Risk Register, Catering and other Business Services. Service responsibilities are delegated to individual Service Heads and specified in Job Descriptions, performance being overseen and managed by CFO;
- The Director of Education (D.Ed): reporting to the Board and primarily to the Learning, Teaching and Standards Committee, responsible for development, management and delivery of the Trust School Improvement Strategy, the Avanti Institute and management of the Central Education Team and Academy Principals to whom responsibilities are delegated and specified in Job Descriptions, performance being overseen and managed by D.Ed.

The Chief Executive is also the Accounting Officer – in which capacity the postholder is responsible to Parliament for the regularity, propriety and value for money of the Trust, and for assuring the Board as to compliance with the funding agreements and the Academy Trust Handbook.

In addition, jointly with the Trust Board Chair, the Chief Executive is responsible for line management of the Head of Governance /Clerk to the Board whose performance they oversee and manage.

Delegated responsibilities of the Executive Team are summarised at Appendix 1 (Accountability Framework*)

(currently being developed)

From time to time, the Board may approve specific collective delegations to the Executive. To date these include:

Avanti Pride activities

These are subject to determination by the Executive subject to the activities being meaningful, Trust-wide and planned in accordance with EDI Principles and are to be developed as part of the Trust-wide EDI strategy to be approved by the Board.*

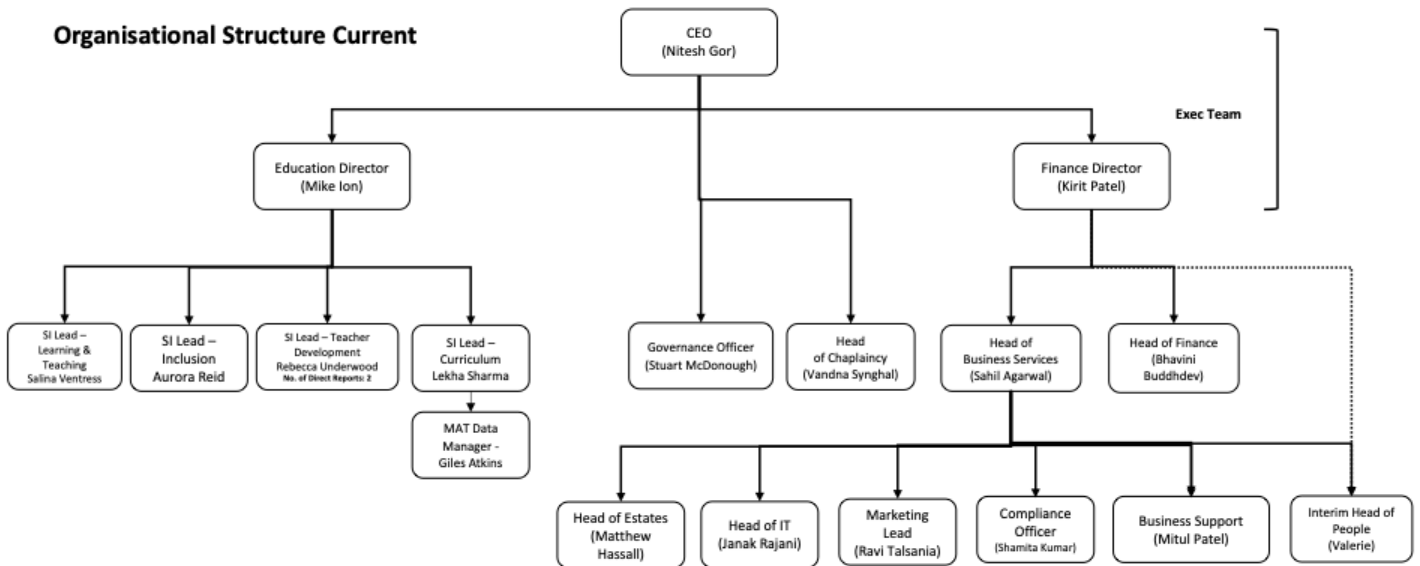
**Strategy awaited*

DfE Annual RSM return

Co-ordination and completion delegated to the Head of Governance subject to approval of the Board, if possible (subject to timescales) via Finance and Estates Committee.

Organisational Structure Chart

Organisational Structure Current



Amendments to this structure require the approval of the Trust Board on recommendation of the Chief Executive.

Part 5 : The role of Members - Terms of Reference and Principles*

***Note : drawn from best practice advice of DfE, NGA and the requirements of the Academy Trust Handbook**

Context

The Trust was established in 2012 by the Founding Members : they agreed the original Articles*, ethos and values of the Trust (including the Avanti Way) with DfE prior to signing of the initial Funding Agreement.

**Members approved revised Articles in March 2023*

The Trust has three levels of governance:

Members

Members can be viewed as equivalent to shareholders in a commercial company. Their role within a MAT is summarised by DfE and NGA as the “guardians of Trust Governance”. The strong preference and advice of DfE is that

- a MAT should have five Members with an absolute minimum of three;
- the majority of Members should be independent of the Trust Board : this ensures that in the interests of strong governance, they can maintain objectivity in their role; and
- they are “eyes on, hands off” – they cannot overlap with or duplicate the responsibilities of Trustees.

The Trust has agreed that it will seek to comply with the preference and advice of DfE.

Once appointed, a Member may remain in office until they resign or until they are removed by the majority of Members. The on-going role of Members appointed subsequent to the Founding Members is to hold Trustees to account for maintaining the performance, ethos, values and governance of the Trust. Although they constitute the top governance tier, the powers of Members are limited : they have no role in the day-to-day management of the Trust.

Trustees

Trustees are the equivalent of company directors. They are responsible for ensuring that the business of the Trust is conducted in accordance with company and charity law and that the charitable objectives of the Trust are delivered. It is they who are responsible for the effectiveness of Trust governance and holding the Executive to account for Trust performance and day-to-day management. Trustees are appointed by Members for an agreed term of office, determined at the time of their appointment (usually four years or an initial term of one year for a co-optee) and subject to a maximum term of eight years (two consecutive terms).

School Stakeholder Committees

School Stakeholder Committees provide local governance of individual Trust schools providing, within the limits of their remit as agreed by the Trust Board from time to time, oversight and assurance to Trustees. SSC Members are appointed for an agreed term of office, determined by the Trust Board, as set out in the SSC Scheme of Delegation and the Trustee and SSC Member Succession Plan.

Terms of Reference and Key Principles for Members

1. The Trust shall operate within the framework established by the DfE/EFA and related requirements of the Regional Schools Commissioner (RSC). Company Articles are of a charitable nature and therefore the Trust shall act within the principles of the Charities Acts.

2. The majority of Members are wholly independent of the Trust and will follow the guidelines for Members issued by the DfE/NGA from time to time. Their responsibilities are to:
 - a) appoint additional/replacement Member(s) provided always that the individual to be appointed meets required criteria as set out in Trust Articles*.
 - b) subject to certain conditions, remove a Member(s)*.
 - c) hold Trustees to account (see below).
 - d) subject to eligibility criteria, appoint Trustees (including approval of appointment of co-opted Trustees as set out in the Trustee and SSC Member Succession Plan).
 - e) appointment of the Chief Executive (CEO) as a Trustee, subject to the post-holder agreeing to that appointment.
 - f) remove a Trustee(s), subject to formal resolution.
 - g) amend Trust Articles of Association (subject to agreement with DfE)*.
 - h) direct Trustees to take a specific action.*
 - i) appoint and remove external auditors and receive the annual audited accounts of the Trust. (Trustees are responsible for approval of the audited accounts). (The contract between the Trust and the external auditor must be set out in writing and include the right of Members to remove an auditor at any time).
 - j) change the name of the Trust.
 - k) wind-up the MAT (if this is ever required).
 - l) call the Annual General Meeting (AGM) or any other Special General meeting, if required.

** subject to Special Resolution of Members : requires 75% agreement rather than simple majority.*

Holding Trustees to account : Key Principles.

1. Members are responsible for ensuring that the Trust is fulfilling, through the Trust Board, the ethos and objectives of the Trust. They are not responsible for setting Trust strategy or for operational matters. If the Trust does not achieve its purpose, Members must consider if this is because Trustees are failing to carry out their three core functions. If Members conclude they are not, they may remove and replace some or even all Trustees.
2. Members shall satisfy themselves that they are sufficiently informed about the Trust to be able to exercise their powers effectively and to fulfil their role of holding Trustees to account. They shall achieve this by monitoring the work, overall conduct and performance of the Trust Board through:
 - **access to the work of the Trust Board** and Trust Board Committees (i.e. agenda, reports and minutes available on Governor Hub);
 - **the AGM** – at which they will receive a formal report from the Chair of Trustees and oral reports from Board Committee Chairs on their work throughout the previous year and information/updates on progress, governance assurance and plans for the future. The CEO shall attend the AGM*. The Chair of the Trust Board may invite other representatives of the Trust to present information to the Member meeting.

**Note : The CEO reporting line is to Trustees, not to Members. However, the CEO will notify Members if issues relating to Para 3 below arise.*

- **receipt of the annual audited accounts** and statements : these shall be presented to the AGM. Members are invited to the meeting of the Trust Board Audit and Risk/Finance and Estates Committee (or the Board) at which the External Auditor presents the annual accounts.
- **exercising their right to intervene** in the event that there are developments or performance that they consider may adversely impact on the Trust and/or if Trustees propose major change to the Trust that Members consider may not be in the best interests of the organisation.
- **skills audits** as a matter of good governance, Members will from time to time consider the need (or otherwise) for them to undertake occasional skills audit and training. Members shall also ensure that Trustees and SSC Members undergo regular skills audits in accordance with the frequency agreed by the Trust Board from time to time. The outcomes from the skills audits shall be anonymised and reported to the AGM to inform future recruitment of Trustees and SSC Members.
- **ensuring that** Trust governance at all levels is fit for purpose and effective and that appropriate structures are in place to support and deliver this. Members may from time to time recommend the Trust Board to arrange an independent external review of Governance. (If the Trust Board declines to do this, Members may arrange such a Review).

3. The CEO shall notify Members immediately of any of the following:

- Serious financial issues
- Serious reputational risk involving the DFE, Ofsted or the national press
- any school falling into Special Measures

4. In addition to 2 above, Members shall receive at each AGM

- an assurance report on Safeguarding; and
- a report noting actions required / taken (if any) arising from the Trust Whistleblowing Policy.

5. These Terms of Reference and Key Principles shall be reviewed annually by the Trust Board: all proposed material amendments agreed by the Trust Board on recommendation of the People and Governance Committee shall be subject to approval of Members.

samcd	<i>This Scheme of Delegation reviewed and approved by the Trust Board on recommendation of the People and Governance Committee 23 July 2024</i>
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